

Faculty Senate Budget Review Committee

Annual Report 2018-2019

One of the main functions of the Budget Review Committee (BRC), and perhaps its main function over the past decade, has been to work with the administration to provide more transparency into fiscal health and decisions of the University. In the last half dozen years, under the leadership of my predecessors – Profs. Howard Brown, Wayne Jones, and Richard Naslund – and with the strong cooperation from President Harvey Stenger and Provost Donald Nieman, this goal has largely been realized with the formalization of the President and Provost’s Financial Report. This report, now into its third year

(<https://www.binghamton.edu/financeandbudgeting/index.html>), remains somewhat of an evolving document as the BRC requests additional disclosures. Nonetheless, the combinations of this report’s comprehensiveness, historical perspective, and accessibility gives all interested parties substantial insight into the fiscal health of the University. The BRC continues to push for more, of course, but this accomplishment cannot be underestimated.

Given this increased transparency, the BRC’s mission has changed somewhat in last several years from focusing on disclosure and transparency to being more proactive in exploring the fiscal decisions made by the University. In 2018-19 this coincided with President Stenger and Provost Nieman’s letter to campus on Nov. 7, 2018 announcing something approaching a fiscal emergency with accompanying cost-saving measures, including a freeze on most hiring and the suspension of several senior administrative searches. This announcement set much of the BRC’s agenda for the remainder of the 2018-19 academic year as it sought to learn more about nature of and responses to the University’s fiscal situation. As a result, this report focuses on the long- and short-term contributors to the University’s current budgetary woes and some of the responses by both the central administration and some individual units. It concludes with by offering some advice reflecting the committee’s sense of both risks that potentially lie even further ahead and immediate investment opportunities.

In broad terms, Binghamton University’s fiscal situation has been affected by three sets of factors. First and foremost, the state government negotiated a new six-year contract with faculty and staff employees of SUNY which included yearly, across-the-board 2% increases in wages through the entire contract, plus an additional 1% increase in wages to be awarded through separate merit and compression processes in its final four years. This contract went into effect on 2018-19 academic year and applied retroactively back to the 2016-2017 academic year. The Stenger/Nieman letter estimated that the 2% wage increase by itself would raise the University’s payroll by about \$4 million per year; since it was applied retroactively that meant the University faced a bill of approximately \$24 million for the three years of current and past labor costs due in the 2018-2019 academic year.¹ Forecast over the six years of the contract, the estimated cost of

¹ Given the affected payroll of approximately \$200 million, the net cost of the 2%-raises is about \$4 million cumulated each year. Therefore, when the contract went into effect in 2018-9, the University owed its 2016-7 employees about \$4 million in retroactive salary, its 2017-8 employees (who were also employed here the previous

Binghamton's labor force *as of November, 2019* would be approximately \$30 million higher by end of the contract in 2022 (when the contract expired) Given our most recent revenues from all sources of just under \$400 million in 2017-18, generating \$30 million in new revenue represents an enormous challenge (see President and Provost's Financial Report, Table 1a attached).²

Ideally, since Binghamton is a public university, the State of New York would cover the increase in costs that *it* negotiated with SUNY employees. Governor Cuomo has so far disagreed and, indeed, has vetoed supplemental appropriations passed by the Legislature intended to cover the increased cost of the contract. He has agreed, however, to reimburse SUNY for raises retroactive to the start date of the contract, an amount worth somewhere between \$8 and \$12 million to Binghamton (see note 1). By the fall of 2020, approximately half of that money had been paid with the expectation/hope that the second half will arrive this academic year. This gives the University a little more time to reach its increased revenue targets, but it does not change the underlying targets since these are understood to be one-time payments. Indeed, the University has been saving for the contract by banking some money over the previous years; the State money delays how quickly and how deeply we must use these reserves. This increase in costs, though predictable, was entirely due to forces beyond the University's control.

The other two factors I will highlight are related to revenue, not costs, and are, at least to some extent, within the University's control. The second factor is the greater-than-expected effect of SUNY 2020's increased tuition on the enrollment of out-of-state undergraduates. For a long period of time, SUNY tuition was extremely low relative to its neighboring states, so low that it was reportedly cheaper for many students to attend Binghamton and pay out-of-state tuition than it was for them to attend their own state's flagship public university. Despite these low costs (subsidized in part by NYS taxpayers), these out-of-state students paid substantially more tuition than did New Yorkers and thus represented an important revenue stream. Very soon after the initial tuition increases, it became evident that the University's projections of out-of-state enrollments were too bullish. It is difficult to say how far short of our initial expectations we have fallen after some years and some adjustments, but financial impact of even 240 more out-of-state undergraduates replacing New Yorkers (with both groups paying full tuition) is about \$4 million in increased tuition revenue.³ It is worth noting that 240 more out-of-state undergrads is quite small in an undergraduate population of around 14,000, and is still substantially short of the out-of-state enrollment as recently as 2015-16. (To get a better sense of enrollment trends see President and Provost's Financial Report, Table 1B below for a graph of in- and out-of-state enrollments from 2011 to 2019.)

year) about \$8 million in retroactive salary, and its current employees about \$12 million in raises for the 2018-9 year – for a total of about \$24 million above the pre-contract salary levels. The Stenger/Nieman fiscal letter actually estimates the immediate cost of the contract to be somewhat lower, \$20 million rather than \$24 million, by estimating the cost of the retroactive raises to be \$8 million rather than \$12 million. I am unclear about the reason for this, so I include the \$24 million figure in the text above.

² Table 1a reports spending from all sources. In practice, virtually every dollar taken is spent so this number roughly reflects the University's revenue. As I note below, the University did save some of its revenue from the years prior to the signing of the new contract in anticipation of its costs.

³ The current difference between in- and out-of-state tuition is about \$17,000.

Third, like every U.S. university, Binghamton has experienced much greater difficulty attracting foreign students since President Trump took office due to both reality and perceptions about the viability of obtaining visas and employment opportunities in the U.S. as well as some negative perceptions abroad about the environment here. As I noted, a decline in foreign applications and enrollments has been reported across many U.S. colleges and universities. Binghamton has struggled with more success in some areas and less in others to maintain its enrollments, but the net fiscal effect has surely been negative. Estimating its magnitude is difficult because doing so requires some sort of projections of enrollments from each College or School to compare against actual enrollments. However, it is worth noting that foreign students pay top dollar to attend Binghamton, so their absence is not easily made up.

President Stenger and Provost Nieman's letter and subsequent statements and actions make clear that there is a fourth source of shortfall that I have not mentioned: the under-enrollment of graduate students, particularly of the fee-paying variety. It is true that the University has fallen short of its graduate enrollment targets set out in SUNY 2020, though several units have managed to grow their graduate programs substantially in the last half dozen years. The President and Provost see this under-enrollment as revenue that has been lost, and they may be right. But the difference(s) between this source of revenue shortfall and the ones I listed above is that it strikes me as both less universal and less certain. That is, not every department or even College or School has the same ability to attract fee-paying graduate students. Bringing more grad students into a department where substantial tuition support is necessary to entice them might have a negative fiscal impact on the University, at least in the most direct sense (i.e. prior to other benefits they provide are calculated). So, while the whole University might play a role in attracting out-of-state or foreign undergraduates (even if they are concentrated in certain programs or departments), financial gains from graduate enrollments are almost certainly going to fall disproportionately on specific programs, departments or schools – especially those that can fulfill demand for pre-professional masters programs. This might be a small distinction, but it is one which could have significant consequences for the University.

The President and Provost have focused on graduate tuition revenue as perhaps the single area of greatest potential growth that is within the University's ability to control. There is some clear evidence that they are right; as I note below, the Pharmacy School appears poised to begin turning a substantial profit and there are other programs that do generate substantial revenue. There is an obvious question whether there are enough existing programs that can produce fee-paying graduate students in the current configuration of the university to satisfy the need for revenue. To incentivize the goal of increasing tuition revenue from graduate students, the President and Provost created a system whereby each College or School's yearly funding allocation is dependent on graduate tuition revenue. Colleges or Schools which fail to meet these goals could see a cut in their allocation while those who meet or substantially exceed them would receive the full allocation or even a bonus. Targets would be adjusted as revenues fluctuate theoretically making it difficult for one College or School to fail (or succeed spectacularly) over and over. Unlike the past, these targets are based on revenues and not headcounts. As far as I understand, all but one of the Colleges and Schools were determined to have met their targets in

2019-20 and had all of their allocated funds released. Decisions on 2020-1 will be made this coming fall.

Against this backdrop, the BRC conducted its usual process of interviewing Vice Presidents about the financial challenges facing their divisions, augmented by a selected group of additional officials whose portfolios have important budgetary implications for the University. Most of these individuals used some visual aids during their presentation. All presentation slides which were eventually provided to the committee have been appended to this report along with the aforementioned financial reports and letter for the President and Provost. The schedule of interviews is listed below. (It is customary to backload most of these interviews in the spring to hear administrators' experiences from the current year.)

- Nov. 16, 2018 – Dean of the Graduate School Aondover Tarhule
- Nov. 29, 2018 – Associate Provost Donald Loewen
- Feb. 6, 2019 – Senior Vice Provost Michael McGoff (a member of the BRC itself, Michael essentially made himself available to discuss the President and Provost's Financial Report which had just been released. This year we expect to ask President Stenger to visit the committee to discuss his report.)
- March 6, 2019 – Vice President for Student Affairs Brian Rose
- March 27, 2019 – Dean of the Pharmacy School Gloria Meredith
- April 3, 2019 – Vice President for Operations JoAnn Navarro and Associate Vice President of Facilities Management Larry Roma
- April 10, 2019 – Executive Director of the BU Foundation Sheila Doyle and Interim Vice President for Advancement John Koch
- April 17, 2019 – Dean of Harpur College Elizabeth Chilton
- April 24, 2019 – Vice President of Research Bahgat Sammakia and Associate Vice President for Research Administration Paul Parker

Perhaps the most notable single message from everyone or virtually everyone we spoke to outside of Academic Affairs is they have been instructed to absorb additional labor costs within their division by cutting expenditures and/or staff and also by delaying filling vacant positions. That means that at least to this point the campus-wide austerity seems to be affecting the operations side of the University more than it is affecting its academic side. Even as I write this, however, it is worth noting that are indications of some decline in costs in Academic Affairs. For example, the 2011-2018 Supplementary Financial Report contains information about total number of tenure-track and non-tenure track faculty from Fall 2011 to Fall 2017 by School (see Table 10). The growth over that whole period is evident, but so is the leveling off of in the number tenure track faculty in the last years. One of the things BRC will continue to look at is the how budget conditions affect staffing, and particularly trends in percentage of seats taught by tenure-track and non-tenure track faculty.

Other findings of note include good news about the Pharmacy School where in addition to the recruitment of some star faculty members and some notable success in winning grants, the School is on track to meet its enrollment goals after a slightly slower than expected first year.

Those goals will generate substantial new tuition revenue for the University (upwards of several million dollars per year) and will help anchor the University's creation of a Health Sciences campus in Johnson City with the Decker School of Nursing and several new professional programs. It seems that the University's financial investment in this program will pay off, a crass assessment but a welcome one especially given the circumstances.

Finally, while the immediate economic circumstances facing the University militate toward a posture of reducing spending wherever possible in order to navigate the difficulties ahead without jettisoning core functions, the longer-term interests of the University should not be ignored. Two whose future financial ramifications are especially concerning are Advancement and Undergraduate Admissions. The former has long been a source of interest to the BRC which in the past has aggressively advocated for hiring more major gift officers and support staff to improve the University's fundraising efforts. The current budgetary situation merely underscores the University's need to be more successful in raising funds primarily from our alumni as well as other sources to fill the financial hole the state has created but has been unwilling to fill. Indeed, the University's ability to invest in improvements will require capital that might need to come from donors. Advancement has made strides over the past half dozen years and is potentially set up to experience greater success soon, but the BRC again would endorse greater investment in this revenue-generating unit even if much of the revenue generated comes later and not now. Even under the current conditions of scarcity, the pressing need for spending on fundraising must be a very high priority.

Undergraduate admissions is a new concern that has grown from our meeting with Vice Provost Donald Loewen to discuss the financial ramifications of Binghamton's mix of in- and out-of-state students. While it is tempting as faculty members to see students as an inexhaustible resource since each year our classrooms are full of new batches of freshmen, Loewen pointed out two trends of which most members of the committee were at best vaguely aware. First, the number of high school seniors is projected to decline for most of the next decade, increasing competition for these students among colleges. Second, Binghamton's Admissions Department has operated on what is by most measures a shoestring budget compared to our most direct competitors, including the other three SUNY university centers. While the BRC cannot say how money could be spent for admissions (unlike Advancement where we have advocated for specific positions), it is clear that the University cannot afford to depend as heavily on its reputation for excellence going forward. As a result, we would argue, too, that greater investments in Admissions is a necessity in order to protect the University's reputation and its financial viability going forward.

Jonathan Krasno
Chair, Budget Review Committee

BINGHAMTON UNIVERSITY
**FINANCIAL
REPORT** 2011-18

REPORT FROM THE PRESIDENT AND PROVOST, WINTER 2019



BINGHAMTON UNIVERSITY FINANCIAL REPORT 2011-18

REPORT FROM THE PRESIDENT AND PROVOST, WINTER 2019

To Binghamton University Colleagues:

This 2017-18 Financial Report is the third in a series of reports intended to inform our campus community about the financial condition of Binghamton University. We encourage you to review past reports for greater detail on sources of University funding, so we can focus on current issues rather than repeat information available elsewhere. For past reports, see: binghamton.edu/financeandbudgeting.

This year has presented us with two new challenges. First, new contracts with CSEA and UUP that bring well-deserved and long overdue raises for our employees have created new financial obligations. Second, softness in graduate student and non-resident undergraduate enrollment meant we did not achieve our revenue targets.

While unrelated, these developments have required us to put in place new hiring and fiscal management policies to address these challenges. Our policies have been presented in campus-wide communications that can be found at this link: binghamton.edu/president/statements.html#st-2018-11-07.

This report delineates our expenditures from 2011-12 to 2018-19, in the same way we have presented them in previous years. We hope you find this report useful and encourage you to ask any questions you might have concerning its contents.

Sincerely,

Harvey Stenger
President

Don Nieman
Provost and Executive Vice President for Academic Affairs



INCOME, EXPENSES AND ENROLLMENT

INCOME

There are six types of income received by the University: State Purpose, State University Tuition Reimbursement Account (SUTRA), Income Fund Reimbursement (IFR), Dormitory Income Fund Reimbursement (DIFR), Research Foundation Income (RF) and Binghamton University Foundation Income (BUF).

These have been described in previous editions of this report so we have not repeated the definitions here. They can be found in the 2011–17 report at binghamton.edu/financeandbudgeting.

EXPENSES

For the most part, the University spends the income received in each of the six categories listed above during the year the income is received. State Purpose funds (legislative appropriation, tuition and University Wide funds) must be spent within the year they are received and must follow state expenditure rules and procedures. IFR and DIFR income are also state funds and therefore must follow state expenditure rules and procedures; however, they do not have to be spent in the year they are received. RF funds are slightly more flexible than state funds; however, they must follow the rules and procedures of the funding agency, which can be the federal government, state government, private foundations or corporations. BUF funds are more flexible than RF funds; however, they must follow the restrictions of donors, IRS guidelines and Foundation policies.

IFR, DIFR, RF and BUF funds do not have to be spent in the year they are received and can be carried forward from one year to the next. However, IFR and DIFR balances are observable by SUNY and the state Budget Office and can be considered reserves that should be spent before asking for additional state allocations. The current fund balances of unencumbered IFR and DIFR accounts is approximately \$60 million; or about 20 percent of our annual All-Funds Budget.

University Expenditures

University expenditures for the past seven years, as well as an estimate for 2018–19, are shown in Figure 1 and Table 1A. Between 2011–12 and 2018–19, total expenses for Binghamton University have grown by \$101.0 million (34.4 percent). The revenue for these expenditures came from growth in tuition (\$48.6 million), IFR (\$28.1 million), RF (\$11.1 million), BUF (\$8.7 million) and DIFR (\$3.7 million). Figure 1 and Table 1B show the change in enrollment during this period, when our average annual full-time equivalent enrollment (AAFTE) increased by 2,412 (18.0 percent).

The first level of expense assignments is to University divisions. As of the 2014–15 academic year, the University has been comprised of eight divisions: academic affairs; advancement; student affairs; research; operations; athletics; the Binghamton University Foundation; and diversity, equity and inclusion.

FIGURE 1: Expenditures/Enrollment by fund type
expenditures in millions of dollars/enrollment total AAFTE

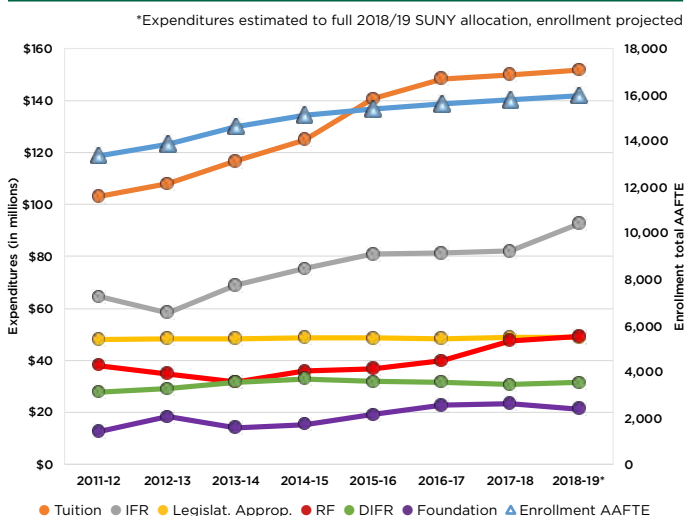


TABLE 1A: Binghamton University expenditures by fund type								in thousands of dollars	
	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19*	
STATE PURPOSE[†]									
Legislative Appropriation	\$48,011	\$48,333	\$48,333	\$48,800	\$48,630	\$48,333	\$48,839	\$48,839	
Tuition	103,069	107,825	116,658	124,889	140,575	148,327	149,957	151,688	
Total	151,080	156,158	164,991	173,689	189,205	196,660	198,796	200,527	
INCOME FUND REIMBURSEMENT	64,448	58,236	68,872	75,322	80,736	81,264	82,005	92,500	
DORMITORY INCOME FUND REIMBURSEMENT	27,746	29,093	31,594	32,778	31,779	31,728	30,540	31,456	
RESEARCH FOUNDATION									
Direct Costs	32,001	27,901	25,625	29,471	30,107	32,617	38,995	41,530	
Indirect Costs	8,195	7,002	6,037	6,296	6,630	7,199	8,480	7,662	
Total	40,196	34,903	31,662	35,767	36,737	39,816	47,475	49,192	
BINGHAMTON UNIVERSITY FOUNDATION									
Unrestricted	4,340	6,222	3,071	3,364	4,535	4,294	4,374	4,905	
Restricted	8,238	11,978	11,038	12,026	14,581	18,318	18,944	16,389	
Total	12,578	18,200	14,109	15,390	19,116	22,612	23,318	21,294	
GRAND TOTAL	\$296,048	\$296,590	\$311,228	\$332,946	\$357,573	\$372,080	\$382,134	\$394,969	

*Estimated to full 2018/19 SUNY allocation †State Purpose includes SUTRA and Federal Work-Study (FWS)

TABLE 1B: Binghamton University enrollment								
	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19*
Undergraduate AAFTE, In-State	9,154	9,423	10,069	10,560	10,945	11,238	11,577	11,893
Undergraduate AAFTE, Out-of-State	2,264	2,413	2,405	2,273	2,039	1,870	1,688	1,513
TOTAL UNDERGRADUATE AAFTE	11,418	11,836	12,474	12,833	12,984	13,108	13,265	13,406
Graduate AAFTE, In-State	1,214	1,247	1,203	1,179	1,173	1,247	1,321	1,395
Graduate AAFTE, Out-of-State	719	772	947	1,119	1,227	1,255	1,177	1,152
TOTAL GRADUATE AAFTE	1,933	2,019	2,150	2,298	2,400	2,502	2,498	2,547
TOTAL AAFTE	13,351	13,855	14,624	15,131	15,384	15,610	15,763	15,953
TOTAL HEADCOUNT	15,490	16,075	16,844	17,458	17,772	18,065	18,129	18,353

*Projected

REORGANIZATIONS IMPACTING EXPENDITURE

REPORTING: Between 2010–11 and 2015–16, five separate reorganizations moved units between divisions and created new divisions.

1. In 2012–13, Communications and Marketing was moved from the Division of External Affairs to the Division of Academic Affairs, and the Division of External Affairs was renamed the Division of Advancement. Simultaneously, the Foundation was separated from external affairs and was made a division.
2. In 2012–13, Parking Services and Auxiliary Services, which is responsible for our dining services contract, were moved to the Division of Student Affairs from the Division of Administration.
3. In 2012–13, the Office of Diversity, Equity and Inclusion was created and in 2014–15, it was renamed the Division of Diversity, Equity and Inclusion.
4. In 2013–14, Student Accounts, Purchasing, Accounting, Business Services, Educational Communications, and International Student and Scholars Services were moved to the Division of Academic Affairs from the divisions of Administration and Student Affairs. The Division of Administration was renamed the Division of Operations.
5. In 2014–15, the Athletics Department was moved from the Division of Operations and established as a division.

The impact of these reorganizations on expenditures by division can be seen in the tables and charts in this report.

STATE PURPOSE EXPENDITURES BY DIVISION: Table 2 and Figure 2 show University expenditures of State Purpose funds for each division for seven years (2011–12 to 2017–18) and an estimate for 2018–19. These show that University State Purpose expenditures have grown by \$49.4million (32.7 percent) between 2011–12 and 2018–19, and that the majority of the increase has occurred in the Division of Academic Affairs (\$45.4 million). Some increases in academic affairs are due to the reassignment of functions from external affairs/advancement in 2013–14 (\$1.7 million) and from administration/operations and student affairs in 2014–15 (\$3.7 million) to academic affairs. These reorganizations represent a total financial impact of \$5.4 million or 3.5 percent of the expenditures of the Division of Academic Affairs.

In 2011–12, the Division of Academic Affairs spent 71.7 percent of the University’s State Purpose income, and in 2018–19 it will spend 76.7 percent of the University’s State Purpose income. The percentage change between 2011–12 and 2018–19 results mainly from the reorganizations described above.

INCOME FUND REIMBURSEMENT EXPENDITURES: Table 3 and Figure 3 show University expenditures of IFR income for each division for the past seven years and an estimate for 2018–19. IFR expenditures, shown in Table 3, have grown by \$28.1 million (43.5 percent) between 2011–12 and 2018–19, as a result of growing student fee income from increased enrollment and modest annual increases in fee rates. The large shift of IFR expenditures from the Division of Administration to the Division of Student Affairs in 2013–14, shown in Table 3 and Figure 3, is a result of moving the management of the University’s dining services contract from the Division of Administration to the Division of Student Affairs.

TABLE 2: State Purpose expenditures								in thousands of dollars	
	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19*	
Academic Affairs	\$108,329	\$112,384	\$120,883	\$128,707	\$141,003	\$148,104	\$152,404	\$153,731	
Administration/Operations ¹	31,482	31,994	33,507	29,838	31,413	31,450	28,991	29,243	
Research	2,477	2,507	2,304	2,425	2,716	2,740	2,686	2,709	
Student Affairs	4,379	4,787	5,226	5,181	5,568	5,634	5,967	6,019	
External Affairs/Advancement ^{2,5}	3,494	3,428	1,728	1,479	1,768	1,912	2,284	2,304	
President	919	1,058	1,343	1,628	1,880	1,918	1,953	1,970	
Athletics ³	0	0	0	3,529	3,893	3,812	3,729	3,761	
BU Foundation ^{3,5}	0	0	0	410	414	371	0	0	
DDEI ⁴	0	0	0	492	551	719	783	790	
TOTAL	\$151,080	\$156,158	\$164,991	\$173,689	\$189,206	\$196,660	\$198,796	\$200,527	
Academic Affairs %	71.7%	72.0%	73.3%	74.1%	74.5%	75.3%	76.7%	76.7%	

1. Administration Division renamed Operations in 2013–14
 2. External Affairs renamed Advancement in 2012–13
 3. Athletics and Foundation separated from Administration in 2014–15

4. DDEI created from Administration and Road Map 2014–15
 5. BU Foundation reporting level under Advancement 2017–18

*Estimated to full 2018–19 SUNY allocation

	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19*
Academic Affairs	\$5,177	\$7,040	\$9,292	\$13,910	\$14,697	\$15,770	\$16,624	\$18,752
Administration/Operations ¹	47,129	38,138	16,521	12,556	13,460	11,514	7,602	8,575
Research	2,257	1,666	2,053	1,159	2,204	2,081	3,264	3,682
Student Affairs	9,373	10,687	40,700	37,502	39,448	41,158	43,630	49,214
External Affairs/Advancement ²	27	0	0	34	36	23	65	73
President	485	705	306	314	337	406	500	564
Athletics ³	0	0	0	9,847	10,555	10,313	10,310	11,629
BU Foundation ³	0	0	0	0	0	0	0	0
DDEI ⁴	0	0	0	0	0	0	10	11
TOTAL	\$64,448	\$58,236	\$68,872	\$75,322	\$80,737	\$81,264	\$82,005	\$92,500

1. Administration Division renamed Operations in 2013-14
 2. External Affairs renamed Advancement in 2012-13
 3. Athletics and Foundation separated from Administration in 2014-15
 4. DDEI created from Administration and Road Map 2014-15
 *Estimated to full 2018-19 SUNY allocation

FIGURE 2: State Purpose expenditures in millions of dollars

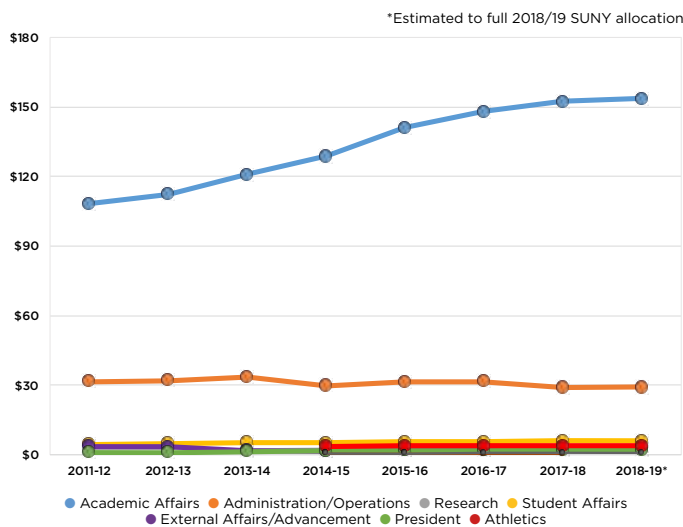
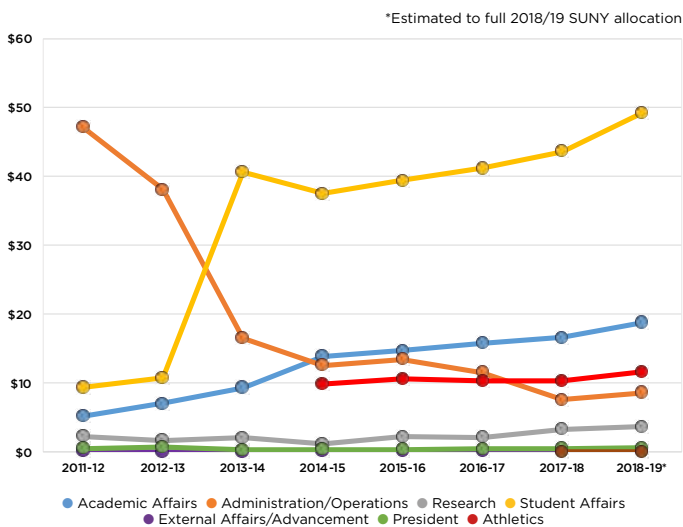


FIGURE 3: IFR expenditures in millions of dollars



Expenses: Academic Affairs Breakdown

The scale and complexity of the Division of Academic Affairs, which in 2018-19 will account for 76.7 percent of the University’s State Purpose expenditures (\$153.7 million), warrants that expenditures be broken down by schools/colleges/units of the division. These include: General Administration (admissions, financial aid, international affairs, undergraduate education, communications and marketing, business office, office of planning and budgeting), Graduate School, Libraries, Harpur College of Arts and Sciences, Thomas J. Watson School of Engineering

and Applied Science, School of Management, Decker School of Nursing, College of Community and Public Affairs, and School of Pharmacy and Pharmaceutical Sciences.

Table 4 shows the expenditures for each of these units over the past eight years.

TABLE 4: State Purpose Expenditures for Academic Affairs units: Values for figures 4 to 10							in thousands of dollars	
	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	
COLLEGE OF COMMUNITY AND PUBLIC AFFAIRS								
Faculty	\$2,317	\$2,398	\$2,592	\$2,892	\$3,339	\$3,667	\$5,971	
Staff	1,026	1,049	1,139	1,350	1,603	1,806	2,237	
OTPS	57	0	72	189	319	272	334	
Total	3,400	3,447	3,803	4,431	5,261	5,745	8,541	
DECKER SCHOOL OF NURSING								
Faculty	4,219	4,435	4,599	4,881	5,064	4,991	4,787	
Staff	1,127	1,045	1,035	1,067	1,026	1,232	1,449	
OTPS	1	0	0	0	0	38	51	
Total	5,347	5,480	5,634	5,948	6,090	6,261	6,287	
GRADUATE SCHOOL OF EDUCATION								
Faculty	1,985	1,857	1,883	2,110	2,225	2,013	0	
Staff	459	452	517	512	378	336	0	
OTPS	19	0	21	55	115	60	0	
Total	2,463	2,309	2,421	2,677	2,718	2,409	0	
HARPUR COLLEGE OF ARTS AND SCIENCES								
Faculty	46,835	48,008	47,731	50,237	52,984	55,494	55,551	
Staff	7,587	7,878	8,050	8,516	8,825	8,829	9,056	
OTPS	142	0	67	242	559	335	225	
Total	54,564	55,886	55,848	58,995	62,368	64,658	64,833	
SCHOOL OF MANAGEMENT								
Faculty	5,802	6,496	6,247	6,343	6,984	7,031	7,130	
Staff	1,173	1,240	1,320	1,356	1,168	1,237	1,249	
OTPS	589	153	532	416	352	615	452	
Total	7,564	7,889	8,099	8,115	8,504	8,883	8,832	
THOMAS J. WATSON SCHOOL OF ENGINEERING AND APPLIED SCIENCE								
Faculty	9,894	10,433	10,814	11,848	14,057	14,336	14,807	
Staff	3,151	3,162	3,163	3,195	3,592	3,861	3,589	
OTPS	25	50	721	601	1,070	1,148	1,059	
Total	13,070	13,645	14,698	15,644	18,719	19,345	19,455	
SCHOOL OF PHARMACY AND PHARMACEUTICAL SCIENCES								
Faculty	0	0	0	0	325	1,280	2,254	
Staff	0	0	0	52	648	1,076	1,316	
OTPS	0	0	0	75	319	188	306	
Total	0	0	0	127	1,292	2,544	3,876	
LIBRARIES								
Faculty/Staff	4,384	4,544	4,526	4,588	4,379	4,843	4,878	
OTPS	5,540	5,509	5,683	6,661	7,432	7,415	7,471	
Total	9,924	10,053	10,209	11,249	11,811	12,258	12,350	
GRADUATE SCHOOL								
Faculty/Staff	1,407	1,293	2,397	1,669	1,750	1,172	1,085	
OTPS	0	18	10	0	2	0	10	
Total	1,407	1,311	2,407	1,669	1,752	1,172	1,095	
GENERAL ADMINISTRATION								
Personnel and Expenses (with reorg.)	10,590	12,364	17,764	19,852	22,488	24,832	27,137	
GRAND TOTAL	\$108,329	\$112,384	\$120,883	\$128,707	\$141,003	\$148,107	\$152,404	

*Estimated prior to year-end closeout

COLLEGES AND SCHOOLS: Figures 4 to 10 are values and graphs of State Purpose expenditures by each school and college and their corresponding enrollment of students. The student enrollment data for each school/college are the actual students taught by that school/college (AAFTE) and are divided into out-of-state, in-state, undergraduates and graduate students. The expenses are broken into three components: faculty salaries, staff salaries and OTPS (other than personnel services).

In general, the trends for all the schools and colleges show increasing enrollments and increasing expenditures, with a majority of these increases supporting faculty hiring (yellow lines in Figures 4 to 10).

FIGURE 4: Expenditures and enrollment for Harpur College of Arts and Sciences

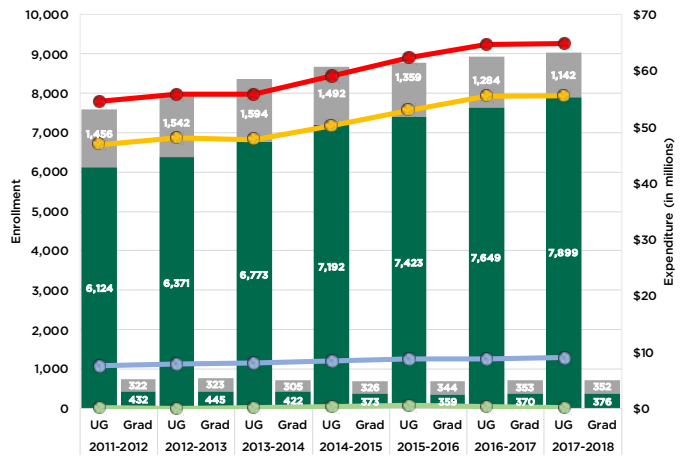


FIGURE 5: Expenditures and enrollment for the Watson School of Engineering and Applied Science

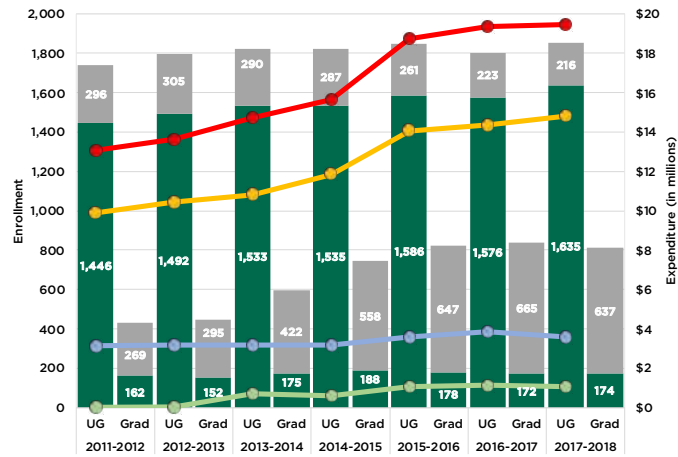


FIGURE 6: Expenditures and enrollment for the School of Management

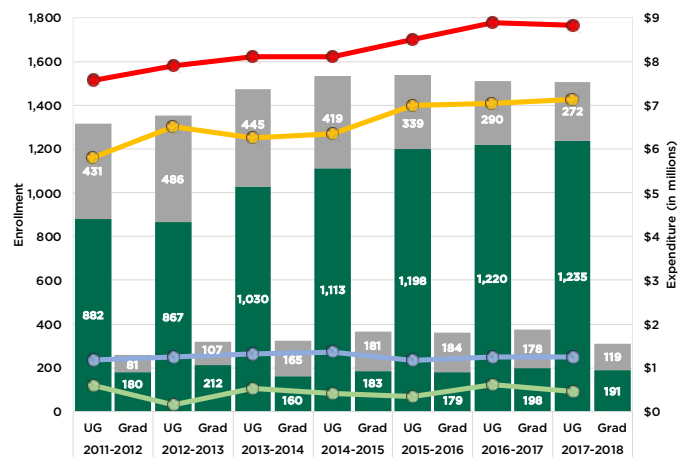


FIGURE 7: Expenditures and enrollment for the Decker School of Nursing

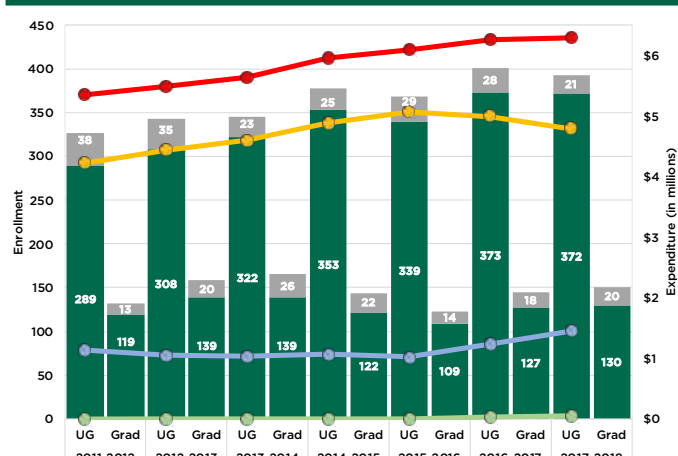


FIGURE 8: Expenditures and enrollment for the Graduate School of Education

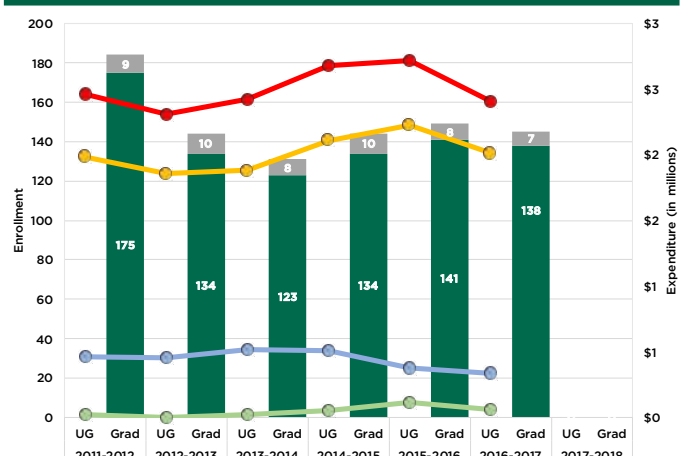
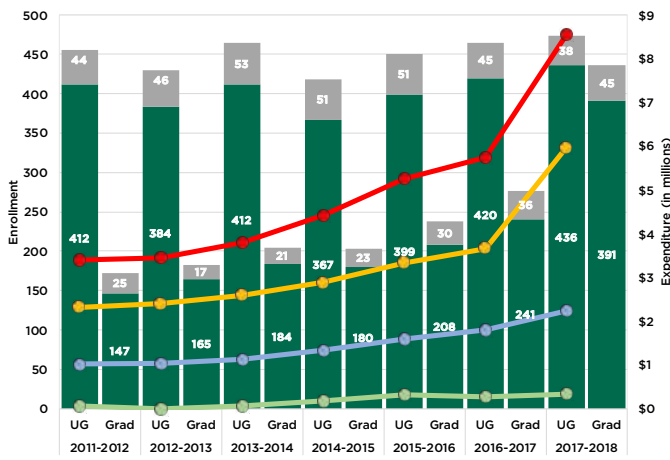


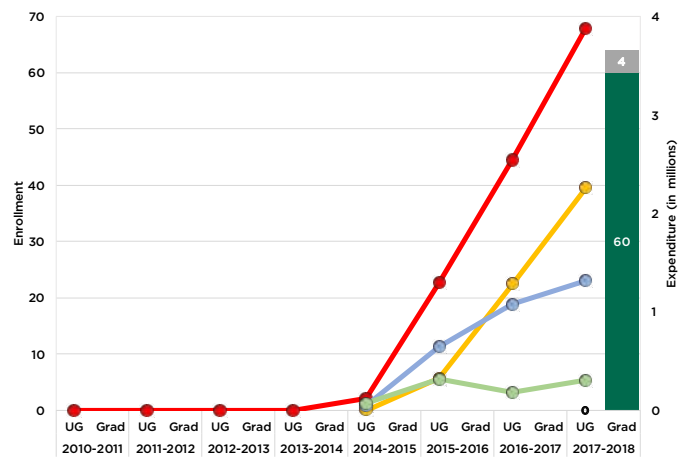
FIGURE 9: Expenditures and enrollment for the College of Community and Public Affairs



Graduate School of Education was moved into CCPA beginning in 2017-18

■ Resident AAFTE ■ Non-Resident AAFTE ● State Expenditure ● Faculty Expenditure ● Staff Expenditure ● OTPS Expenditure

FIGURE 10: Expenditures and enrollment for the School of Pharmacy and Pharmaceutical Sciences



An emphasis of our faculty hiring plan in the past seven years has been recruiting full-time tenured or tenure-track faculty (FTTTF). Nearly all of our new revenues used for faculty hires have been targeted toward FTTTF positions. Table 5 (page 10) and Figure 11 show the changes in full-time tenure-track faculty over the past eight years by school/college.

The trends in expenditures make sense, as increasing enrollments drive increases in revenues that support faculty hiring, which together with discretionary, across-the-board and promotional salary increases result in increases in faculty expenditures. However, it is difficult to judge if the proportion of growth of expenditures and enrollment is similar for each school/college for a variety of reasons, including:

- differential in tuition between in-state and out-of-state students.
- differential in tuition rates between graduate and undergraduate programs.
- time lags between enrollment changes and faculty hiring decisions.
- salary differentials among ranks and disciplines.

FIGURE 11: Full-time tenured and tenure-track faculty

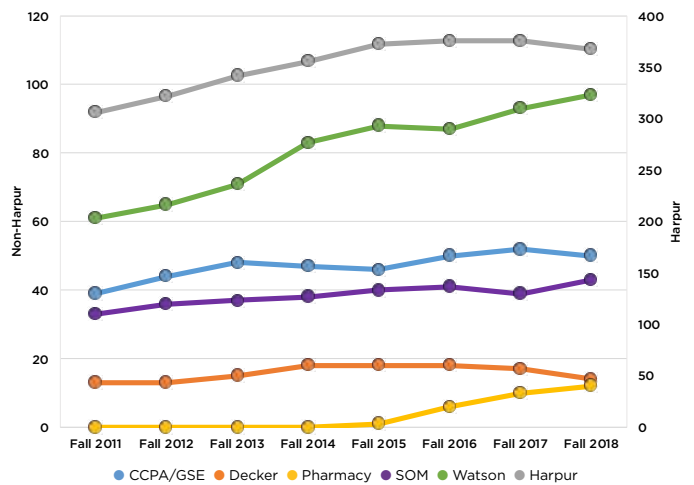


TABLE 5: Full-time tenured and tenure-track faculty

	Fall 2011	Fall 2012	Fall 2013	Fall 2014	Fall 2015	Fall 2016	Fall 2017	Fall 2018	Net New
College of Community and Public Affairs/GSE	39	44	48	47	46	50	52	50	11
Decker School of Nursing	13	13	15	18	18	18	17	14	1
Harpur College of Arts and Sciences	306	322	342	356	373	376	376	368	62
School of Pharmacy and Pharmaceutical Sciences	0	0	0	0	1	6	10	12	12
School of Management	33	36	37	38	40	41	39	43	10
Thomas J. Watson School of Engineering and Applied Science	61	65	71	83	88	87	93	97	36
TOTAL	452	480	513	542	566	578	587	584	132

———— NYSUNY 2020 legislation in effect ————

OBSERVATIONS AND CHALLENGES AHEAD

During the past seven years, Binghamton University effectively used the tuition provisions of the NYSUNY 2020 legislation to increase its financial resources and has used these to hire tenured and tenure-track faculty at nearly double the rate of enrollment growth.

Details about the growth and changes in personnel and other unit-level metrics can be found in our supplemental document at binghamton.edu/financeandbudgeting.

Utilizing student fee IFR income that is assigned to specific activities, including residential life, athletics, dining services, technology, health, recreation and dedicated student services, the divisions of Operations, Student Affairs and Athletics grew at a rate comparable to our enrollment growth.

As a result of the steady growth in faculty, especially tenure-track faculty, research expenditures have increased at a strong and consistent rate (Table 1A), a trend that is expected to continue. See the Division of Research annual report at binghamton.edu/research/vp/fundingstatsannualrep.html. Increased emphasis on alumni relations as well as growing staff and stronger strategic planning in our Division of Advancement has resulted in a steady growth in cash gifts received from \$4.9 million in 2010–11 to

\$10.7 million in 2017–18. This increase in gifts and growth in the principal of our endowment led to a growth in Binghamton University Foundation campus expenditures from \$12.6 million in 2011–12 to \$23.3 million in 2017–18.

Balanced growth across all divisions of the University, coupled with an increased focus on diversity and inclusion by all divisions, a commitment to the academic mission by all divisions and strong support from New York state for our capital construction needs, has contributed steadily to our continuous improvement of all aspects of our University.

Certainly, the past seven years have been a time of opportunities, and we have seized these by using our resources strategically to strengthen an already outstanding University.

However, the coming years hold uncertainty and we must plan accordingly. The state legislature, while maintaining our budget for 2018–19 at the previous-year level, has not reauthorized NYSUNY 2020, so future-year legislative appropriations are uncertain. And with only a modest \$100-per-semester tuition increase for in-state non-Excelsior-eligible undergraduates in 2018–19, our ability to maintain our faculty and staff at current levels will be difficult.

We do not look at this uncertainty as reason to reduce investment in projects aimed at improving our educational and research missions. Rather we must commit ourselves to generating new revenue, building a balanced budget and simultaneously advancing our university initiatives.

Table 6 shows the salary and revenue requirements for the years of our current employee contracts. At the time of this report, we do not believe that we can meet the revenue requirements for 2018-19, so we have taken three actions. First, we have asked all divisions except Academic Affairs to take responsibility for the salaries and raises of their employees starting in 2018-19, using cost reductions, their division’s reserves or new revenue. This will insulate the impacts of non-Academic Affairs divisions and units from the budget of Academic Affairs. Second, we will allocate approximately \$13 million of reserves to help pay the retroactive raises for all divisions and any shortfalls in our current-year tuition revenues. Third we have allocated budget cuts of approximately \$2 million to units within Academic Affairs.

This large allocation of our reserves may be offset by state funds in the NYS 2019-20 budget, but we are not certain how much may be available.

To improve our ability to meet revenue requirements for the Academic Affairs Division in future years, we have created and are implementing a decentralized, incentive-based budgeting procedure, where each school and college will be allocated the growth in their graduate tuition revenues. This growth in tuition revenue will be used to offset the need for Academic Affairs to use campus reserves to meet its salary budget requirements. If revenue growth is not achieved, cost reductions will be allocated to those schools and colleges where graduate tuition revenue did not grow sufficiently.

We know that it will be difficult to switch to this new budget procedure quickly, so we will plan for a three-year phase in as shown in Table 6 (2019-20 to 2021-22), using a declining amount of reserves to meet our unmet revenue requirements.

We are faced with a significant challenge, but we are confident that our University community can work together to solve this problem in a way that will make us stronger and more resilient and self sufficient. As always, we encourage your feedback, ideas and input.

TABLE 6: Seven-year plan for the impact of UUP and CSEA salary increases (includes State Purpose, IFR, SUTRA, DIFR)							
	in millions of dollars						
	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23
CSEA	2% added to base	2% added to base	2% added to base	2% added to base	2% added to base	Contract expired, anticipate 2% ATB	Contract expired, anticipate 2% ATB
UUP	2% added to base	2% added to base + \$600 one-time	2% added to base + 1% one-time discretionary	2% added to base + 1% base discretionary	2% added to base + 1% base discretionary	2% added to base + 1% base discretionary	1% base discretionary
UUP and CSEA salary expenditures assuming no change in employees after 2017-18	\$212.2	\$220.6	\$234.5	\$239.0	\$242.4	\$249.7	\$254.8
Reserves used	\$0.0	\$0.0	\$13.0	\$8.0	\$6.0	\$4.0	\$0.0
Revenues required	\$212.2	\$220.6	\$221.5	\$231.0	\$236.4	\$245.7	\$254.8

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BINGHAMTON UNIVERSITY FINANCIAL REPORT 2011-18

REPORT FROM THE PRESIDENT AND PROVOST, WINTER 2019

SUPPLEMENTARY DATA



This document provides additional information on expenditures and personnel. Tables 7, 8, and 9 show school- and college-level expenditures of RF, BUF, and IFR funds. Table 10 shows detailed faculty counts by school and college and Tables 11 and 12 show detailed professional staff counts. These supplemental tables were generated at the request of the Faculty Senate Budget Review Committee and the Professional Staff Senate Executive Committee. Requests for further information are welcomed and encouraged, and can be made through the president or provost offices.

TABLE 7: Research expenditures by school/college		in thousands of dollars						
Unit	Type	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017	2017-18
Administration	Direct	\$3,844	\$4,315	\$3,437	\$3,413	\$3,163	\$3,212	\$3,369
	Indirect	522	814	435	302	244	239	313
	Total	4,367	5,129	3,872	3,715	3,407	3,451	3,682
CCPA	Direct	859	790	106	114	684	856	2,138
	Indirect	215	200	26	48	138	198	261
	Total	1,074	990	132	162	822	1,054	2,399
Education	Direct	1,028	973	1,108	3,846	1,158	1,098	0
	Indirect	82	79	85	359	89	84	0
	Total	1,110	1,052	1,192	4,205	1,248	1,183	0
Decker	Direct	849	949	711	740	674	791	874
	Indirect	65	88	60	49	30	43	51
	Total	914	1,036	771	789	704	834	925
Harpur	Direct	14,224	12,033	11,626	13,453	14,932	15,136	15,450
	Indirect	4,217	3,522	3,214	3,459	3,631	3,781	3,973
	Total	18,441	15,555	14,840	16,912	18,562	18,917	19,423
Management	Direct	9	63	72	65	56	111	243
	Indirect	1	9	11	8	8	15	58
	Total	10	72	83	73	64	126	301
Pharmacy	Direct						177	1,083
	Indirect						29	401
	Total	0	0	0	0	0	206	1,484
Watson School	Direct	11,189	8,779	8,567	7,840	9,440	11,237	15,839
	Indirect	3,094	2,290	2,206	2,071	2,491	2,810	3,422
	Total	14,283	11,070	10,772	9,911	11,932	14,047	19,261
Grand Total		\$40,197	\$34,903	\$31,662	\$35,767	\$36,738	\$39,816	\$47,475



Unit	2011-2012	2012-2013	2013-2104	2014-2105	2015-2016	2016-2017	2017-2018
CCPA (includes GSE)	\$360	\$398	\$374	\$807	\$324	\$473	\$599
Graduate School	482	1,936	262	600	754	1,282	1,485
Decker	150	387	291	389	497	366	410
Harpur	2,423	2,799	2,625	3,677	4,373	4,732	5,039
Management	125	130	130	317	197	235	408
Pharmacy						93	295
Libraries	276	645	544	248	324	359	315
Watson	592	513	789	1,727	2,022	1,734	1,811
Total	\$4,408	\$6,808	\$5,015	\$7,765	\$8,491	\$9,274	\$10,362

	2010-2011	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018
CCPA	\$116	\$130	\$174	\$123	\$171	\$331	\$256	\$491
Education	239	187	228	241	204	231	264	3
Decker	334	339	657	571	612	1,017	598	707
Harpur	1,422	1,303	2,987	2,474	2,582	2,690	2,371	2,623
Management	431	418	1,022	1,490	1,413	1,655	1,530	1,548
Pharmacy					1	429	765	638
Watson	204	265	546	527	473	563	668	706
Library	161	112	95	106	194	110	204	183
Graduate School	22	89	124	69	72	100	101	144
General	841	810	1,063	842	1,407	1,251	1,740	2,245
Total	\$3,770	\$3,653	\$6,896	\$6,443	\$7,129	\$8,377	\$8,497	\$9,288

Notes: General includes Provost Office operation as well as Enrollment Management/Undergraduate Admissions, University Art Museum and Anderson Performing Arts Center. Totals include agency transactions.

TABLE 10: Faculty by rank

	Fall 2011	Fall 2012	Fall 2013	Fall 2014	Fall 2015	Fall 2016	Fall 2017	Fall 2018
CCPA (Includes Education)								
Professor full-time	9	10	10	8	7	7	6	7
Assoc. professor full-time	15	19	20	24	22	23	23	23
Assistant professor full-time	15	15	18	15	17	20	23	20
Tenured/tenure-track full-time	39	44	48	47	46	50	52	50
Non-tenure-track full-time	3	5	4	5	12	14	16	12
Total full-time	42	49	52	52	58	64	68	62
Tenure-track part-time	0	0	0	0	0	0	0	0
Non-tenure-track part-time	32	20	18	29	35	33	28	27
Total part-time	32	20	18	29	35	33	28	27
Total headcount	74	69	70	81	93	97	96	89

Decker (includes H&W)

Professor full-time	6	6	6	6	7	7	7	6
Assoc. professor full-time	5	5	5	5	4	4	4	3
Assistant professor full-time	2	2	4	7	7	7	6	5
Tenured/tenure-track full-time	13	13	15	18	18	18	17	14
Non-tenure-track full-time	38	41	40	38	34	34	36	38
Total full-time	51	54	55	56	52	52	53	52
Tenure-track part-time	0	0	0	0	0	1	0	0
Non-tenure-track part-time	36	34	34	35	36	34	42	46
Total part-time	36	34	34	35	36	35	42	46
Total headcount	87	88	89	91	88	87	95	98

Harpur

Professor full-time	129	121	125	127	125	129	132	132
Assoc. professor full-time	125	131	128	119	113	120	120	127
Assistant professor full-time	50	66	83	105	129	122	120	103
Tenure-track Instructor	2	4	6	5	6	5	4	6
Tenured/tenure-track full-time	306	322	342	356	373	376	376	368
Non-tenure-track full-time	65	60	62	63	61	72	71	83
Total full-time	371	382	404	419	434	448	447	451
Tenure-track part-time	13	15	15	11	14	18	15	11
Non-tenure-track part-time	146	148	153	155	151	155	143	156
Total part-time	159	163	168	166	165	173	158	167
Total headcount	530	545	572	585	599	621	605	618

Management

Professor full-time	9	11	10	10	10	10	10	10
Assoc. professor full-time	14	13	12	14	13	13	12	13
Assistant professor full-time	10	12	15	14	17	18	17	20
Tenured/tenure-track full-time	33	36	37	38	40	41	39	43
Non-tenure-track full-time	7	6	5	4	3	3	4	2
Total full-time	40	42	42	42	43	44	43	45
Tenure-track part-time	0	0	0	0	0	0	1	0
Non-tenure-track part-time	21	23	24	27	30	29	30	29
Total part-time	21	23	24	27	30	29	31	29
Total headcount	61	65	66	69	73	73	74	74

TABLE 10: Faculty by rank

	Fall 2011	Fall 2012	Fall 2013	Fall 2014	Fall 2015	Fall 2016	Fall 2017	Fall 2018
Pharmacy								
Professor full-time	—	—	—	—	0	4	5	5
Assoc. professor full-time	—	—	—	—	1	1	2	2
Assistant professor full-time	—	—	—	—	0	1	3	5
Tenured/tenure-track full-time	—	—	—	—	1	6	10	12
Non-tenure-track full-time	—	—	—	—	0	4	9	13
Total full-time	—	—	—	—	1	10	19	25
Tenure-track part-time	—	—	—	—	0	2	3	2
Non-tenure-track part-time	—	—	—	—	0	0	1	1
Total part-time	—	—	—	—	0	2	4	3
Total headcount	—	—	—	—	1	12	23	28
Watson								
Professor full-time	20	18	23	26	28	29	32	34
Assoc. professor full-time	29	30	29	27	26	25	24	22
Assistant professor full-time	12	17	19	30	34	33	37	41
Tenured/tenure-track full-time	61	65	71	83	88	87	93	97
Non-tenure-track full-time	15	12	17	13	13	16	16	17
Total full-time	76	77	88	96	101	103	109	114
Tenure-track part-time	2	1	1	2	2	3	3	1
Non-tenure-track part-time	15	21	22	20	20	15	19	16
Total part-time	17	22	23	22	22	18	22	17
Total headcount	93	99	111	118	123	121	131	131
Libraries								
Librarian full-time	1	1	1	1	0	0	0	0
Assoc. librarian full-time	13	12	14	15	14	13	13	13
Assistant librarian full-time	3	7	6	5	6	6	4	7
Senior assistant librarian full-time	3	3	1	2	2	6	5	8
Tenured/tenure-track full-time	20	23	22	23	22	25	22	28
Visiting librarian full-time	0	0	0	0	0	0	1	0
Total headcount	20	23	22	23	22	25	23	28
University-wide Programs								
Professor full-time	0	0	0	0	0	0	0	0
Assoc. professor full-time	0	0	0	0	0	0	0	1
Assistant professor full-time	0	0	0	0	0	0	0	0
Tenured/tenure-track full-time	0	0	0	0	0	0	0	1
Non-tenure-track full-time	0	0	0	0	0	6	15	6
Total full-time	0	0	0	0	0	6	15	7
Tenure-track part-time	0	0	0	0	0	0	0	0
Non-tenure-track part-time	3	0	0	0	1	5	8	4
Total part-time	3	0	0	0	1	5	8	4
Total headcount	3	0	0	0	1	11	23	11
Total University headcount	868	889	930	967	1000	1047	1070	1,077

TABLE 11: Research Foundation employee count by salary level

Salary level	Spring 2011	Spring 2012	Spring 2013	Spring 2014	Spring 2015	Spring 2016	Spring 2017	Spring 2018
RF 1	1.0	13.0	14.0	14.0	13.0	8.0	25.1	22.7
RF 2	98.4	71.5	69.4	68.2	65.5	67.4	51.1	71.4
RF 3	22.2	34.1	34.8	27.2	33.3	39.1	35.7	30.6
RF 4	17.0	16.5	13.3	12.5	11.0	14.0	12.1	12.7
RF 5	1.0	0.0	3.0	5.6	6.0	7.0	4.0	7.7
RF 6	3.4	2.4	1.3	2.6	1.0	1.0	12.8	3.0
RF total	143.0	137.5	135.8	130.1	129.8	136.5	140.8	148.1

TABLE 12: UUP employee count by salary level

	Fall 2011	Fall 2012	Fall 2013	Fall 2014	Fall 2015	Fall 2016	Fall 2017	Fall 2018
Academic Affairs								
SL 1	9.4	11.7	13.8	16.0	15.3	18.1	21.5	24.5
SL 2	60.0	66.2	60.4	73.4	77.2	75.8	66.0	62.9
SL 3	96.7	97.8	116.0	132.0	143.3	146.5	174.1	182.2
SL 4	60.5	64.4	59.9	61.3	65.0	64.1	65.1	79.9
SL 5	28.2	30.2	30.3	29.6	31.7	33.6	32.2	31.5
SL 6	1.5	2.5	1.5	1.5	1.6	2.6	1.0	10.0
Total	256.25	272.77	281.78	313.75	333.95	340.66	359.87	390.9
Advancement/Foundation								
SL 1	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
SL 2	0.0	0.0	0.0	0.0	0.0	1.0	2.0	1.0
SL 3	3.5	2.0	4.0	4.0	4.0	3.0	3.0	2.0
SL 4	9.0	9.0	9.0	8.0	9.3	10.3	8.3	10.6
SL 5	4.0	4.0	4.0	2.0	4.0	6.0	5.0	4.0
SL 6	0.0	0.0	0.0	0.0	0.0	0.0	0.0	1.0
Total	16.5	15.0	17.0	14.0	17.3	20.3	18.3	18.6
Athletics								
SL 1	11.6	10.7	11.5	9.3	10.7	11.5	10.1	8.8
SL 2	28.0	29.0	30.8	29.2	28.8	28.3	30.8	34.3
SL 3	6.5	6.5	7.0	7.0	8.0	9.0	6.0	6.0
SL 4	20.6	20.6	18.1	19.1	19.5	19.5	20.5	22.0
SL 5	5.0	5.0	3.0	3.0	3.0	4.0	4.0	4.0
SL 6	4.0	4.0	5.0	4.0	4.0	5.0	5.0	5.0
Total	75.7	75.8	75.4	71.5	74.0	77.3	76.4	80.2
DDEI								
SL 1	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
SL 2	0.0	0.0	0.4	1.9	2.0	1.0	1.0	1.0
SL 3	0.0	0.0	0.0	1.0	1.0	1.0	2.0	1.0
SL 4	0.0	0.0	0.0	0.0	0.0	1.0	1.0	1.0
SL 5	1.0	1.0	1.0	1.0	1.0	1.0	1.0	0.0
SL 6	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Total	1.0	1.0	1.4	3.9	4.0	4.0	5.0	3.0

TABLE 12: UUP employee count by salary level

	Fall 2011	Fall 2012	Fall 2013	Fall 2014	Fall 2015	Fall 2016	Fall 2017	Fall 2018
Operations								
SL 1	3.0	6.0	3.0	4.3	2.3	3.0	1.0	0.8
SL 2	19.8	19.9	21.9	20.6	19.7	15.2	17.7	23.2
SL 3	65.4	62.6	59.9	60.1	61.1	62.2	62.4	65.5
SL 4	40.5	40.5	34.0	34.6	41.9	40.5	38.8	38.3
SL 5	18.1	15.8	13.1	16.1	16.5	16.0	17.0	18.0
SL 6	2.0	2.0	1.2	1.2	1.0	4.0	4.0	5.0
Total	148.7	146.7	133.0	136.7	142.5	140.9	140.9	150.8
President's Office								
SL 1	0.0	0.0	1.0	0.0	0.0	0.0	0.0	1.0
SL 2	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
SL 3	0.7	2.0	2.5	2.7	3.3	4.2	4.2	3.0
SL 4	0.0	0.0	0.0	0.0	0.0	0.0	0.0	1.0
SL 5	0.0	0.0	0.0	0.0	1.0	1.0	1.0	0.0
SL 6	0.0	0.0	0.0	0.0	0.0	0.0	0.0	1.0
Total	0.7	2.0	3.5	2.7	4.3	5.2	5.2	6.0
Research								
SL 1	0.0	0.0	0.0	0.0	0.0	0.0	1.0	1.0
SL 2	3.0	3.0	3.0	4.0	2.5	3.0	2.0	2.0
SL 3	3.0	3.0	4.0	3.0	8.5	7.5	10.0	10.5
SL 4	4.0	4.0	4.0	4.0	5.0	6.0	7.5	8.5
SL 5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5
SL 6	1.3	1.3	1.0	1.0	1.0	1.0	1.0	2.0
Total	13.8	13.8	14.5	14.5	19.5	20.0	24.0	26.5
Student Affairs								
SL 1	1.8	1.8	2.2	4.6	1.4	1.4	2.5	1.5
SL 2	28.9	35.9	31.5	36.5	35.7	33.8	30.6	29.7
SL 3	34.5	32.4	33.8	38.0	43.5	49.4	55.6	58.3
SL 4	25.6	27.6	31.8	35.7	38.6	39.0	42.1	43.4
SL 5	13.8	13.8	12.8	12.9	12.8	14.8	14.9	19.1
SL 6	3.5	3.6	3.6	4.4	4.3	3.9	4.0	3.1
Total	107.9	115.0	115.6	132.0	136.2	142.1	149.7	155.1
Univ. total	620.5	641.9	642.1	689.1	731.7	750.6	779.4	831.1

Office of the President

Binghamton University
 PO Box 6000
 Binghamton, NY 13902

binghamton.edu/president

BINGHAMTON
UNIVERSITY
 STATE UNIVERSITY OF NEW YORK

Memo to: Binghamton University Faculty and Staff

Subject: Financial plans for 2018-19 and 2019-20

From: Harvey Stenger and Donald Nieman

As described in this year's [State of the University address](#), our campus is facing a financial challenge as we work to generate the revenue necessary to cover the costs of the negotiated, well-deserved and overdue raises for our UUP employees. While we are still determining the complete impact of these raises, we have estimated that we need approximately \$4 million in new revenue each year for each of the six years of the new contract from 2016-17 to 2021-22. This means that for the current 2018-19 year, we need approximately \$20 million – \$8 million in one-time funding to cover the retroactive raises for 2016-17 and 2017-18, and \$12 million to bring all salaries to the contract requirements of 2018-19. In preparation, we have been building reserves and generating additional recurring revenue through modest tuition increases and increased enrollment over the past three years.

In context, this challenge appears manageable when we consider that our growth in yearly revenue and expenditures from 2011-12 to 2017-18 was approximately \$99 million (up from \$293 million/year to \$392 million/year), an increase of \$16 million/year. [See our financial report](#).

Our growth over the past six years has been made possible through these increased revenues and has been impressive. We have grown our tenured and tenure-track faculty by 31 percent from 475 to 620, while increasing our enrollment by only 14 percent and decreasing our student-to-faculty ratio from 20.6 to 18.9. We have grown our staff by 14 percent, at the same rate we have grown our enrollment. We have renovated several buildings and increased our physical space by 543,000 square feet through strategic investments provided by New York state to build our Center of Excellence building, Smart Energy Building, Koffman Southern Tier Incubator, pharmacy building and pharmacy R&D building, as well as to move the Decker School of Nursing to 48 Corliss Ave. in Johnson City in 2020. All of these capital projects are supporting our growth in enrollment and funded research programs, and simultaneously helped to increase our economic impact in the local region. In addition, over the past six years we have grown philanthropic cash gifts to the University from \$5.3 million to \$10.7 million per year, research expenditures from \$32 million to \$47.5 million per year, and our *U.S. News & World Report* ranking rose from #97 to #80 for all national universities and from #37 to #32 among public universities. All these are impressive gains that we can be proud of and that we can use as examples of what we can accomplish in the future.

Over the past two years, the vice presidents and directors of our eight divisions have built a plan that can meet the anticipated new contractual salary increases described above. An important part of this plan was an expected growth of 530 students this fall – including 380 graduate students and 150 undergraduates. Unfortunately, we did not meet these enrollment targets, which has created a shortfall of approximately \$5 million this year for our needed \$20 million increase in salary expenses (\$8 million one-time and \$12 million recurring), and, if enrollment does not grow in fall 2019, this \$5 million shortfall will grow to \$9 million in 2019-20 and by \$4 million each year after that.

To meet these challenges, we will take the following steps:

1. Create a task force to evaluate the long-term enrollment projections for our undergraduate and graduate student populations for New York residents and nonresidents. Growth in enrollment will be challenging due to the decreasing number of high school graduates in the Northeast, decreased international student demand and strong competition for out-of-state students. **Don Nieman will lead this effort.**
2. Create three task forces to identify alternative revenue sources, including expanding our online education offerings, creating public-private partnerships and capitalizing on our growing intellectual property portfolio. **James Pitarresi, Sheila Doyle and Bahgat Sammakia will lead these efforts.**
3. We will delay, for 12 months, investments in our University Initiatives developed through the Road Map Renewal process, with the exception of the Presidential Diversity Post Doc program, which is a contractual obligation with SUNY created by the SUNY Performance Improvement Fund. We will, however, pause the development of a college of nursing and health sciences, expansion of the health sciences core facilities and the data science initiative. We will consider restarting them in fall 2019 when we know if we have met our enrollment and revenue targets.
4. We will limit the leadership searches for the dean of students, chief diversity officer, vice president for advancement, director of the Educational Opportunity Program and dean of the Watson School of Engineering and Applied Science to internal, interim appointments, retaining all salary savings to help meet our financial shortfall. We will revisit these searches in the fall of 2019 when we know if we have met our revenue targets.
5. With the exception of adjuncts and TAs, we will put all faculty and staff hiring plans and searches in all divisions and at all levels on hold until we are certain of the fiscal year 2020 state budget and our fall 2019 enrollment and revenue. Exceptions to this will be made when there is

a significant impact on our ability to meet future revenue goals, it will negatively impact the health and safety of our campus community, a written offer has been extended or the position is necessary to meet a contractual obligation. Human Resources records show that there are currently more than 60 open positions across campus with a total starting salary estimate of more than \$4 million. A review of this list shows that few of these meet the exemption criteria listed above; however, if a vice president or divisional director believes there should be an exception, the request will be made to the two of us for consideration. Exceptions will be reported quarterly to the campus community. Salary savings from the delays of these hires will be applied to our financial shortfall for this academic year. Our intention is to return these lines to the units once we are certain we have met our revenue targets.

As you can imagine, we are not taking these steps lightly, but we believe we will jeopardize our long-term financial position and lose many of the gains we have achieved in the past six years if we fail to take these steps now. We know that this will create hardships, but we are confident that the vice presidents, directors, deans, faculty and staff will work together diligently to overcome them and develop the new sources of revenue necessary to enable us to meet our financial challenges and continue the progress we have achieved during the past six years.

We understand that many of you will have questions, so we have scheduled the following sessions for faculty and staff where we will answer your questions and respond to your concerns:

- Thursday, Nov. 15 – 3:30–4:30 p.m. in the Center of Excellence Symposium Hall
- Friday, Nov. 16 – 3:30–4:30 p.m. in the Anderson Center Chamber Hall
- Monday, Nov. 19 – 1–2 p.m. in the Mandela Room

Sincerely,

Harvey Stenger and Donald Nieman

Faculty Senate Budget Committee Meeting The Graduate School



BINGHAMTON
UNIVERSITY
STATE UNIVERSITY OF NEW YORK

Strategic Priority Initiatives

Articulate the value proposition of a Binghamton University graduate education.

Diversify international and domestic graduate student recruitment markets.

Streamline admissions, enrollment, funding and degree completion processes.

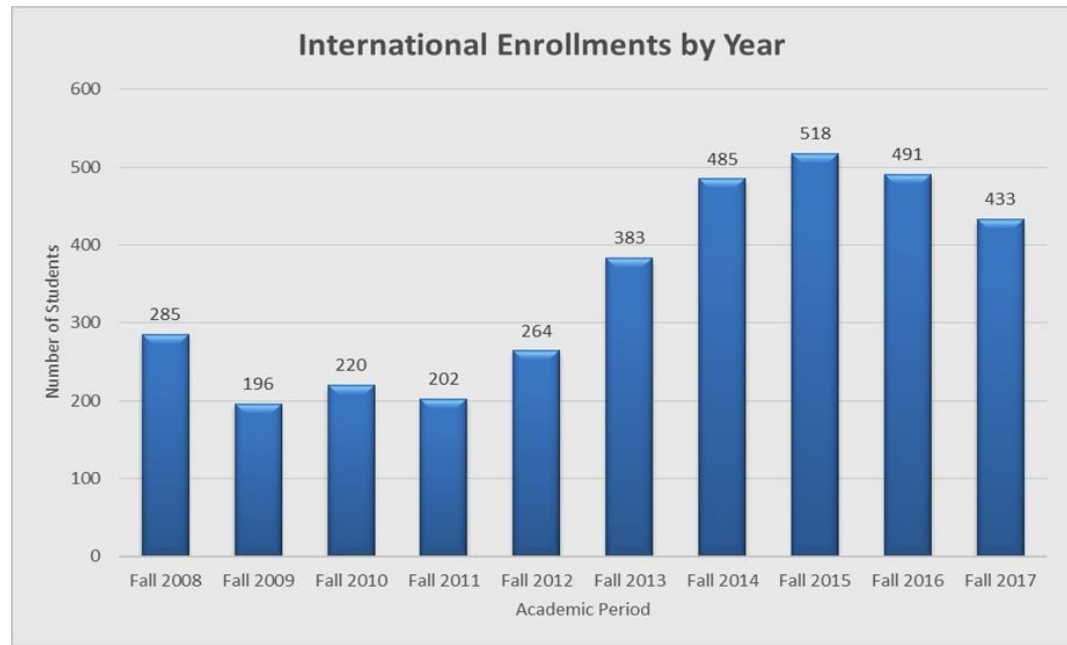
Advocate for a Graduate Student Life Center and travel funds to enhance graduate students' experiences.

Improve communication with internal and external stakeholders.

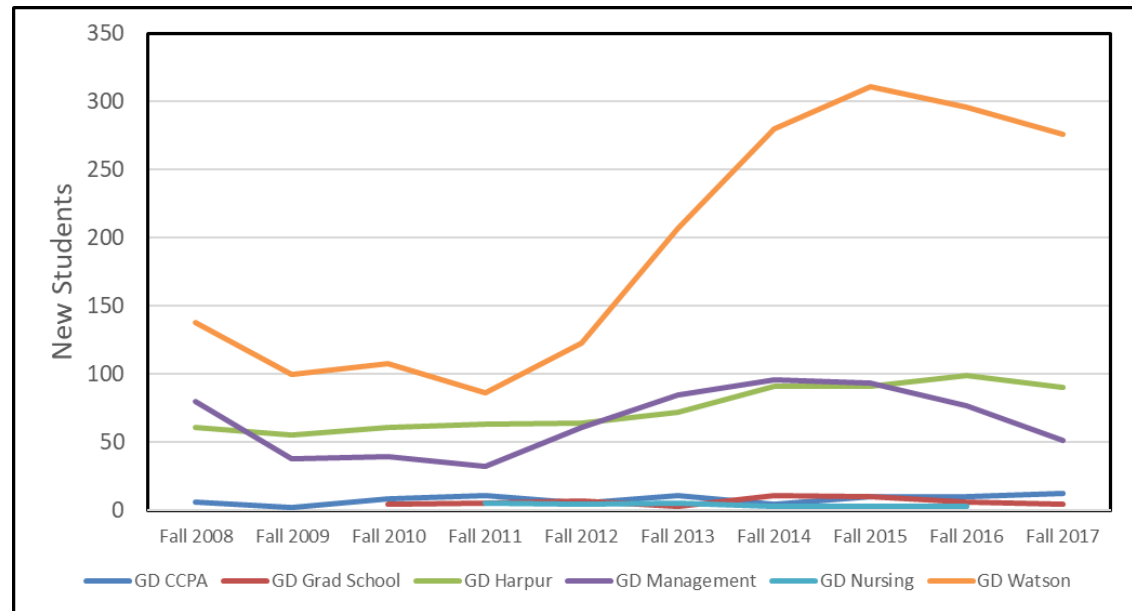
Support the goals of the University's strategic priority on graduate education (SP1) and the Joint Task Force on Graduate Education & Scholarship.

Reduce the time for new degree approval and program revision.

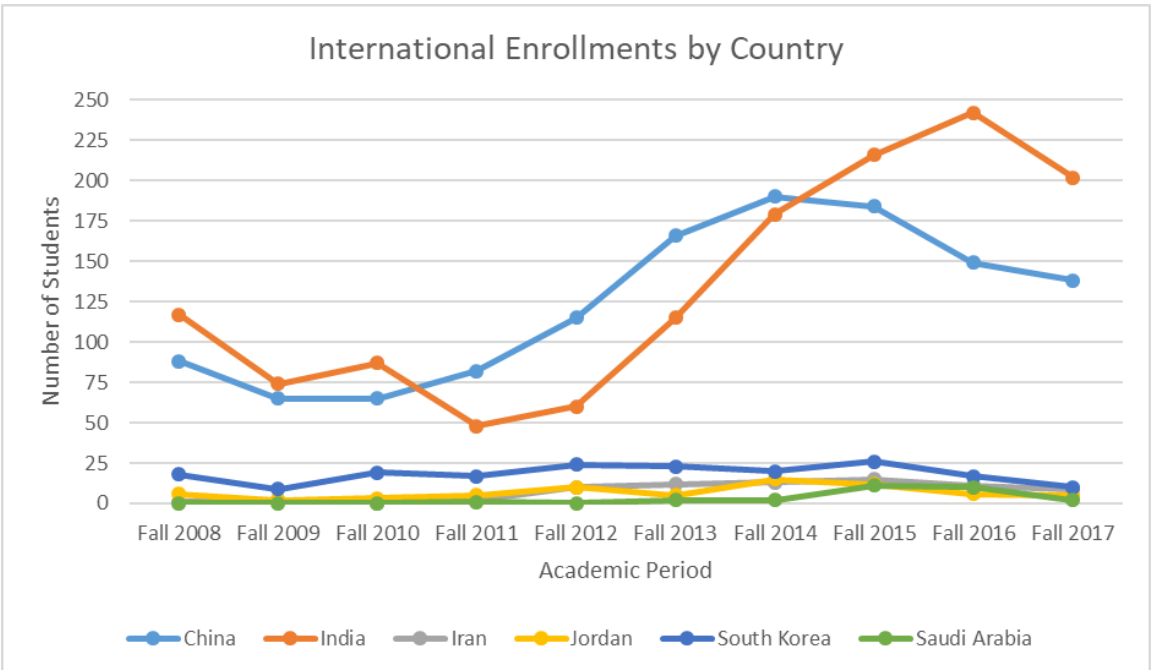
Total New Students



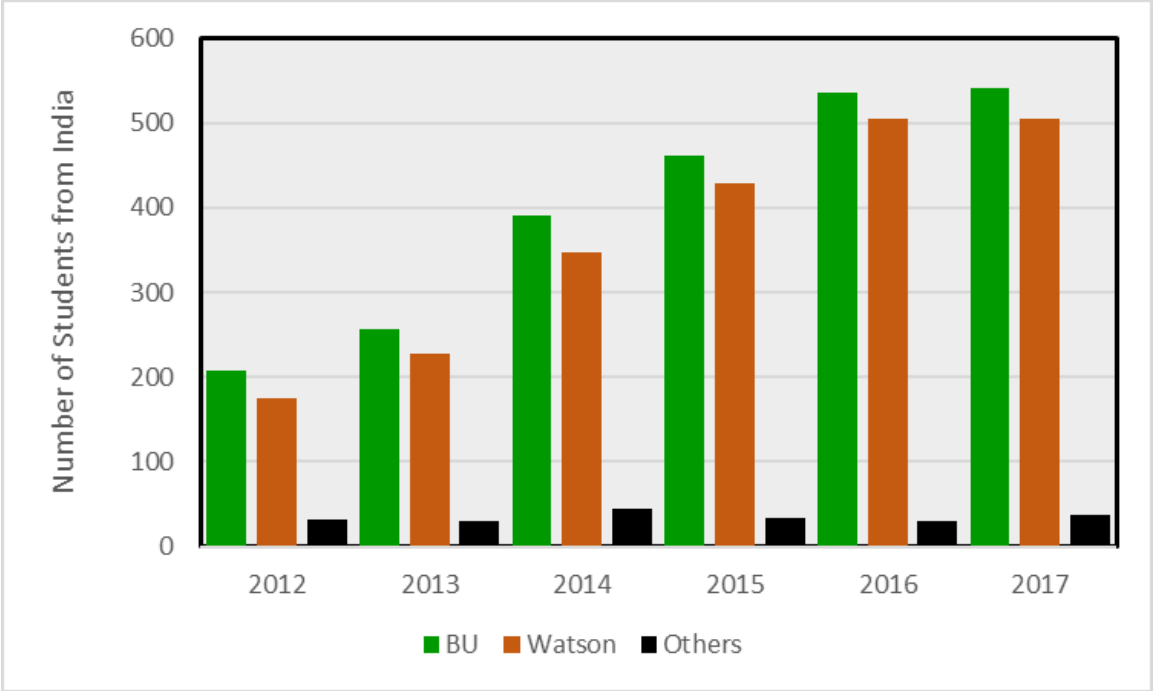
... By School



... By Country



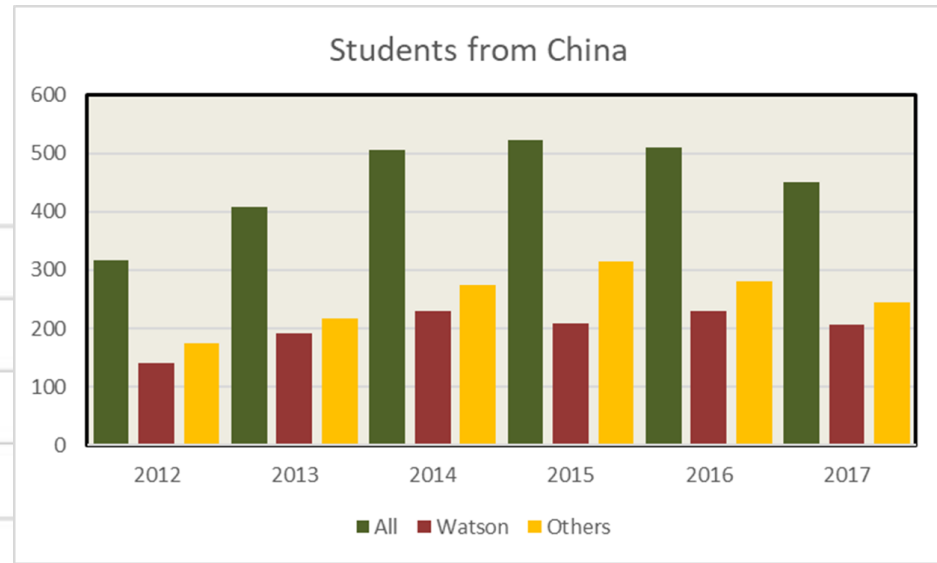
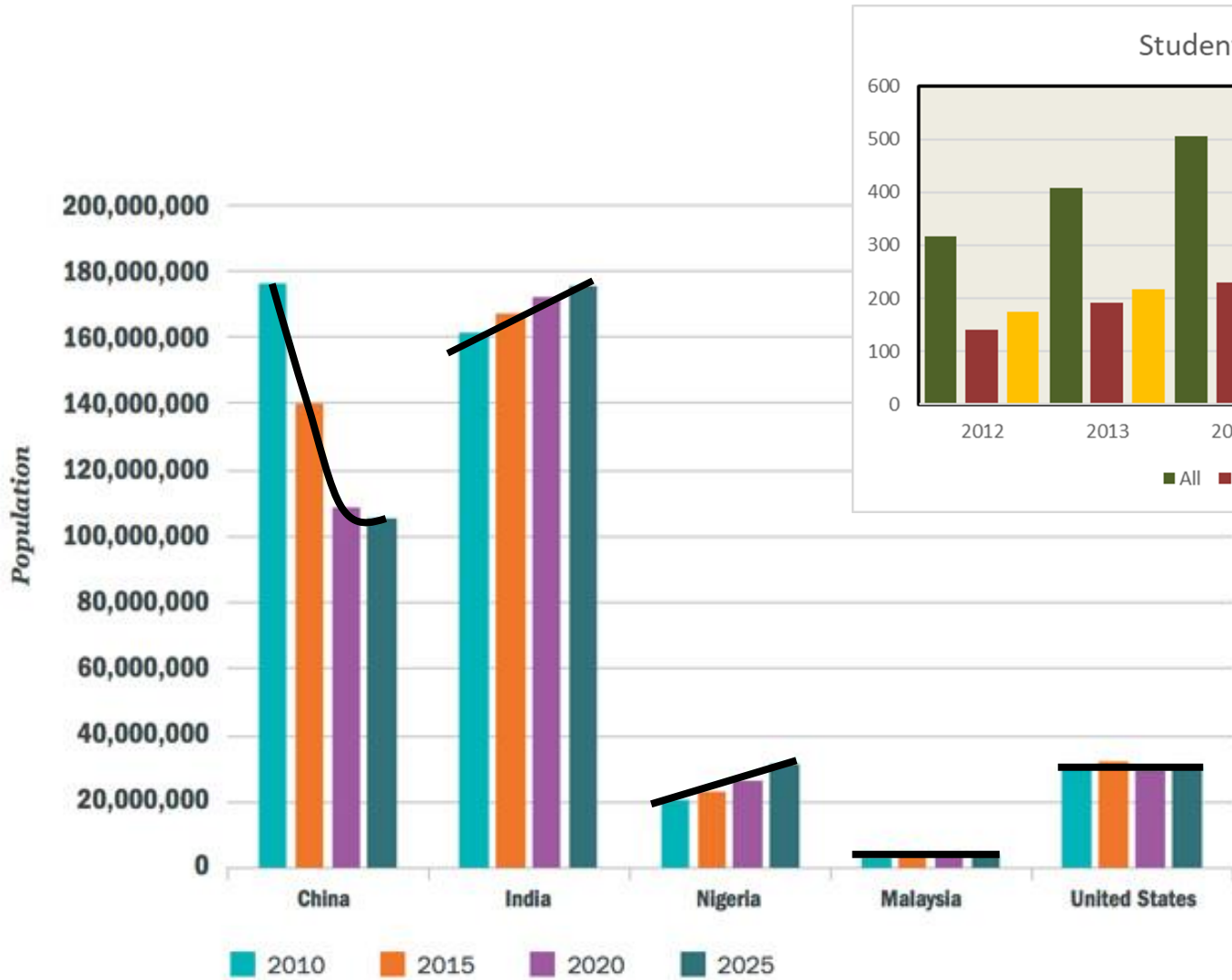
Indian students by School



International Student targets by selected countries

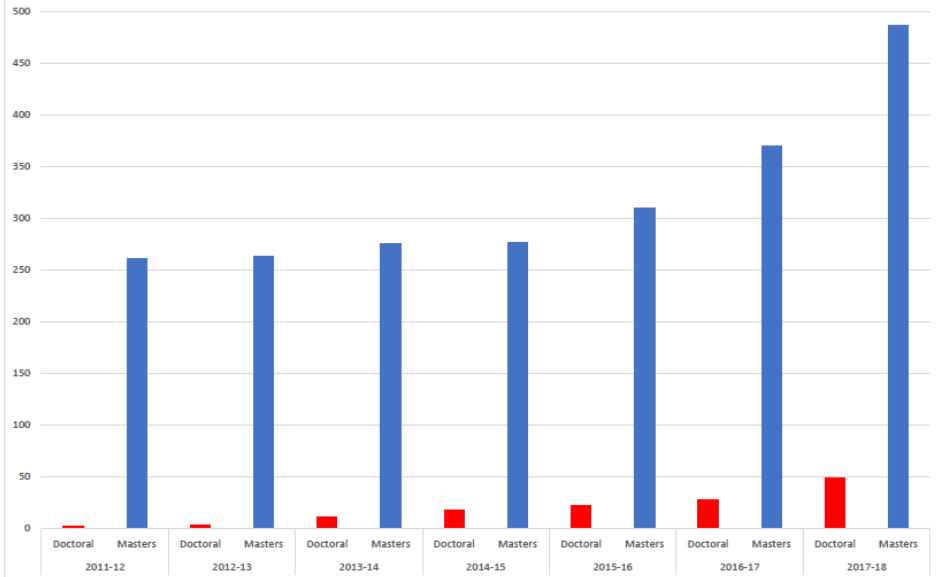
Country	Base	Target	% increase
China	141,000 (2005)	500,000 (2020)	
Australia	249,588 (2012)	720,000 (2025)	
Canada	120,960 (2012)	450,000 (2022)	
New Zealand		143,000 (2025)	
South Korea	84,000	200,000 (2025)	
Japan		300,000 (2020)	
Germany	227,026	350,000 (2020)	
Malaysia		250,000 (2025)	
Taiwan		150,000 (2020)	

Russia's 5-100 project: By 2020, each of 21 universities to have 15% international student body, 10% international faculty body (Decree # 599).

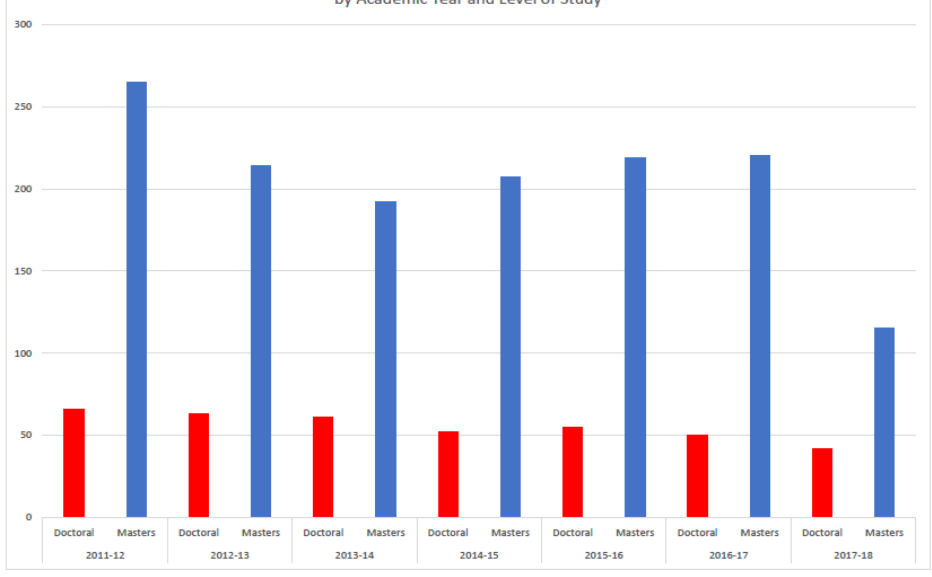


College-aged populations, actual and forecast, in selected sending markets, 2010–2025. Source: Universities UK, World Bank

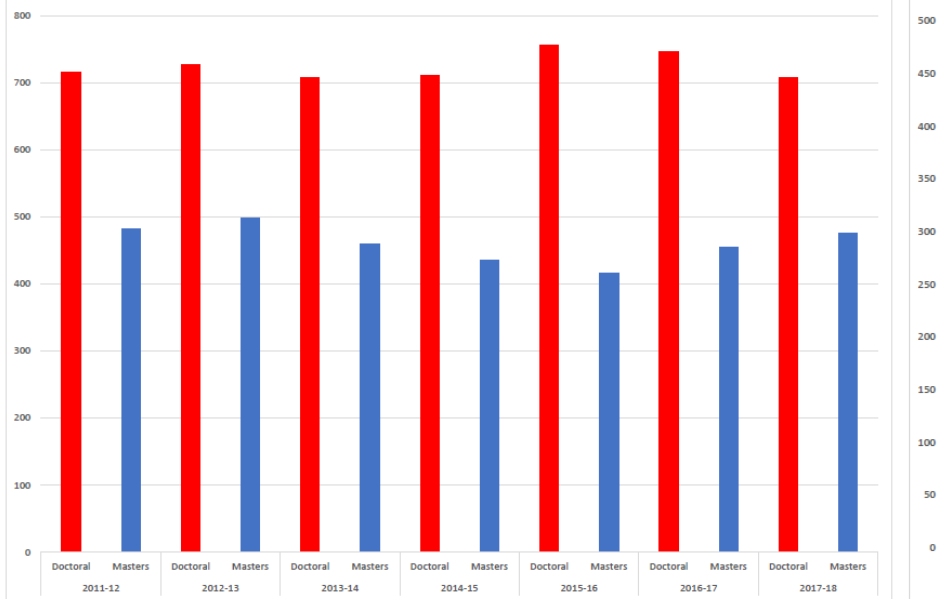
College of Community and Public Affairs Graduate Enrollment Trends by Academic Year and Level of Study



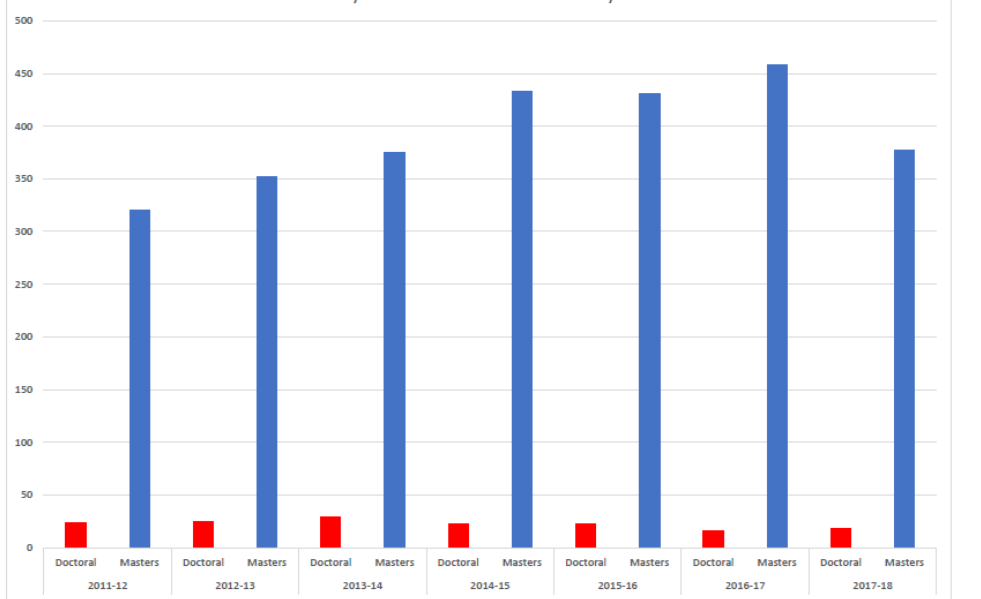
School of Education Graduate Enrollment Trends by Academic Year and Level of Study

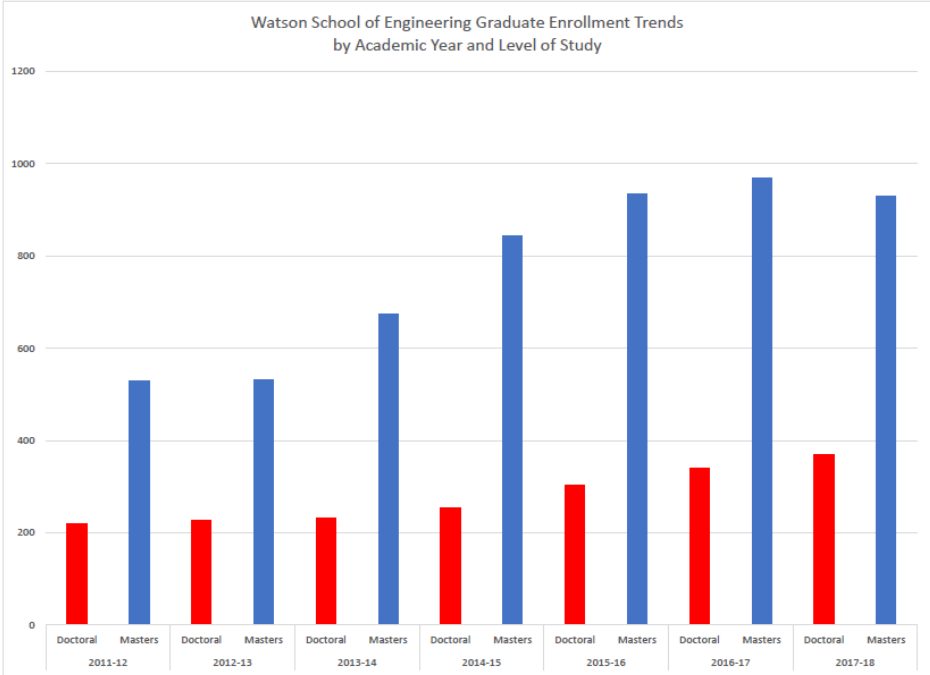
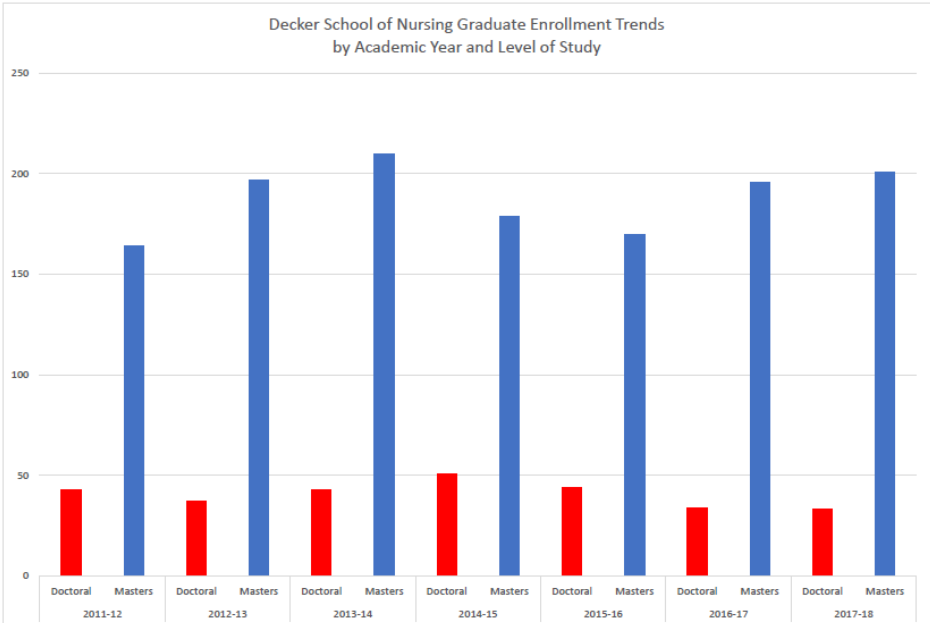


Harpur Graduate Enrollment Trends by Academic Year and Level of Study

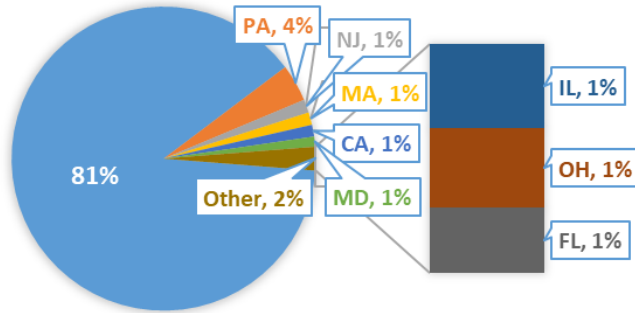


School of Management Graduate Enrollment Trends by Academic Year and Level of Study

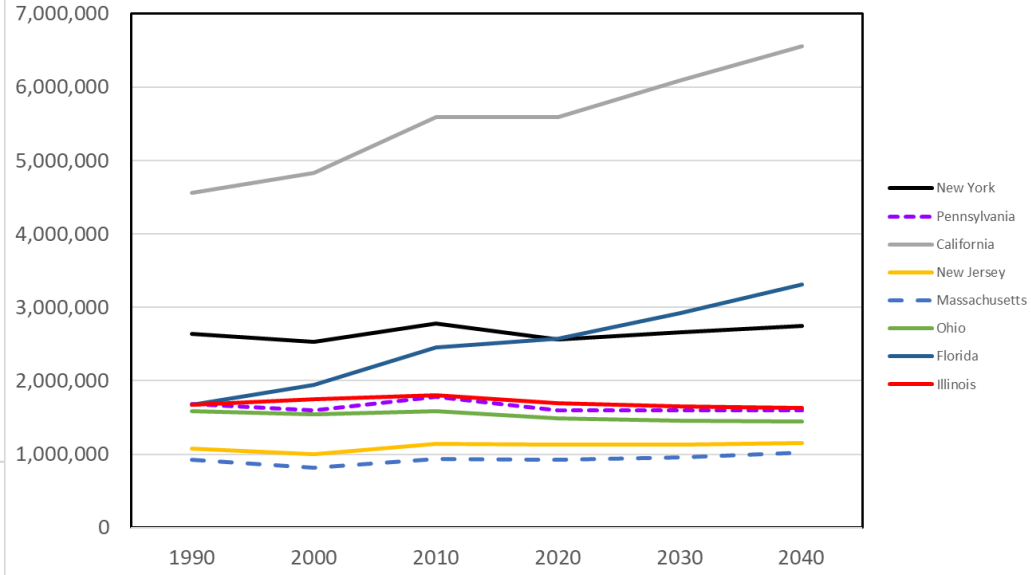




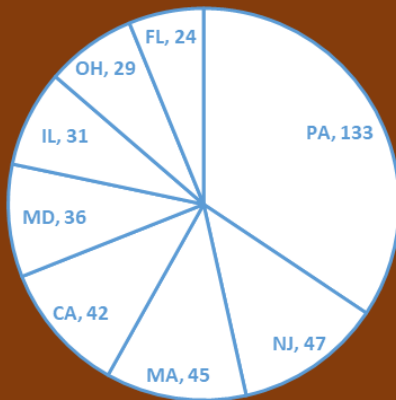
MAJOR FEEDER STATES



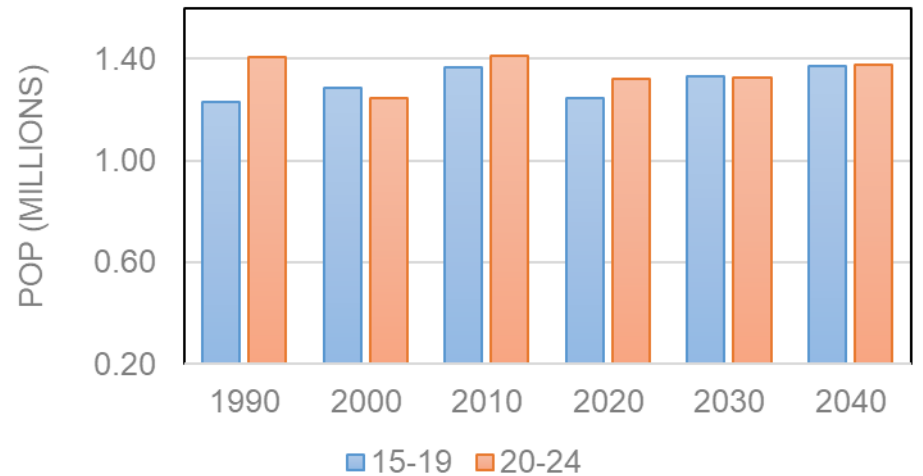
Feeder State Population Projections



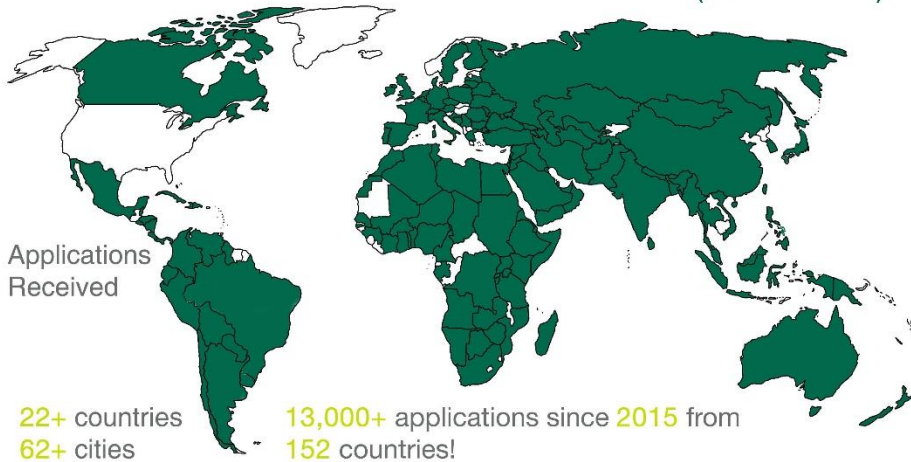
NON NY STATES



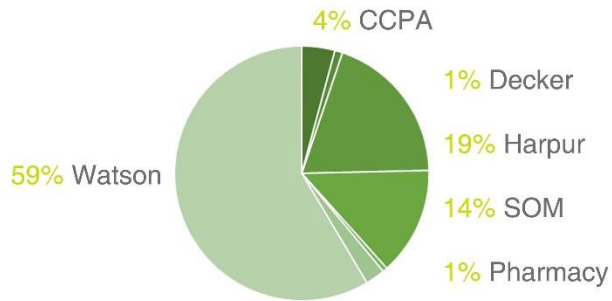
New York



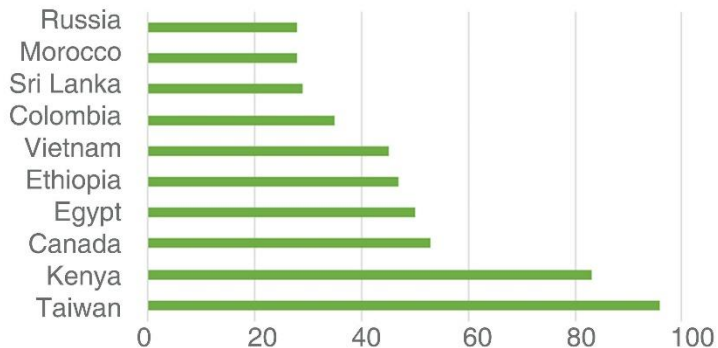
International Graduate Travel and Recruitment (2016 - 2018)



Applications by School

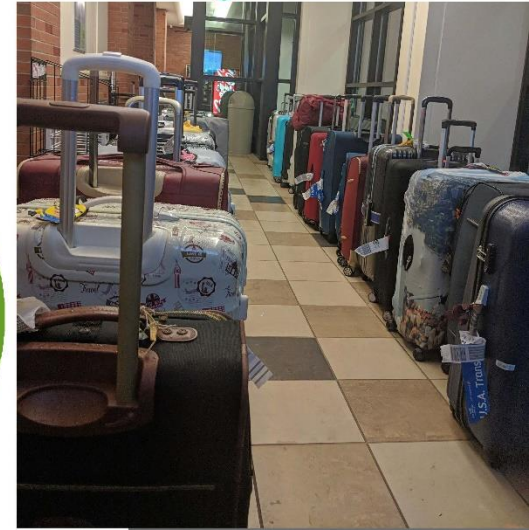
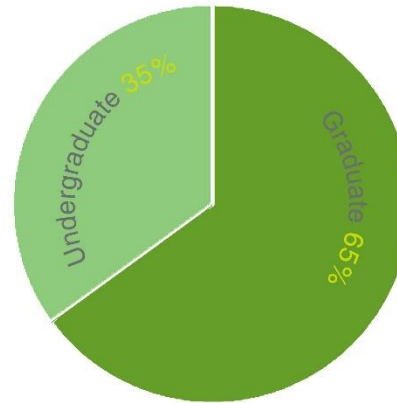


Emerging Markets by Applications



Preferred Destination Project Focus Area Four: Onboarding Process

Ridership Breakdown



Fall 2017 - 173 students (16 trips)

Fall 2018 - 234 students from 23 countries (14 trips)



Peru

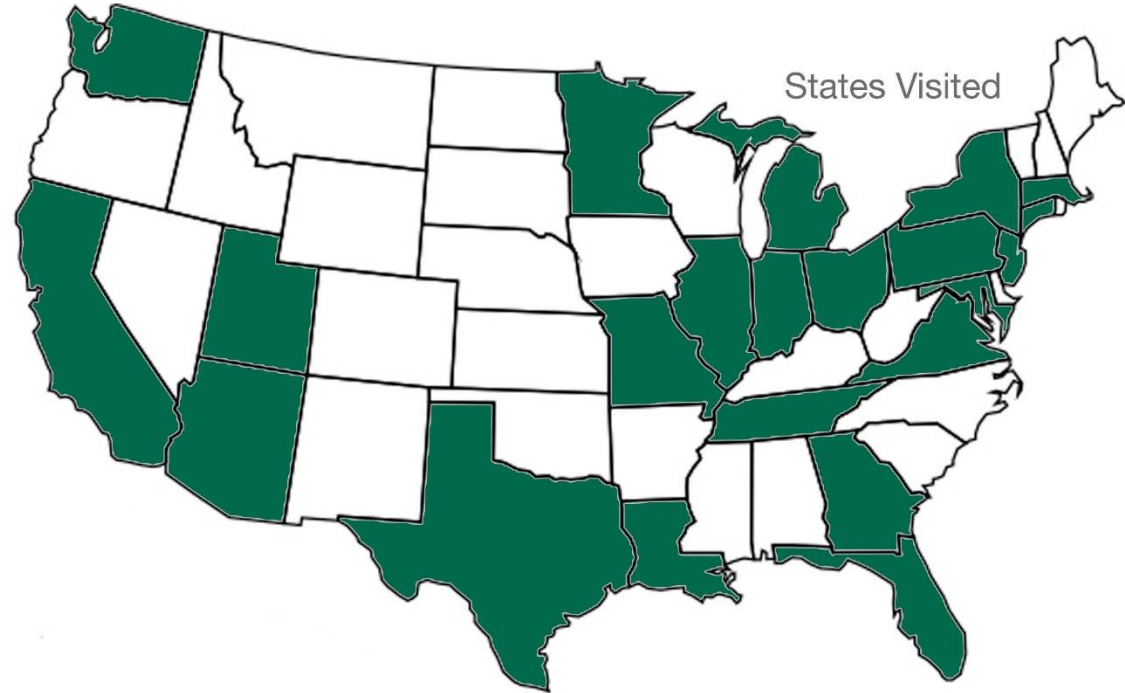
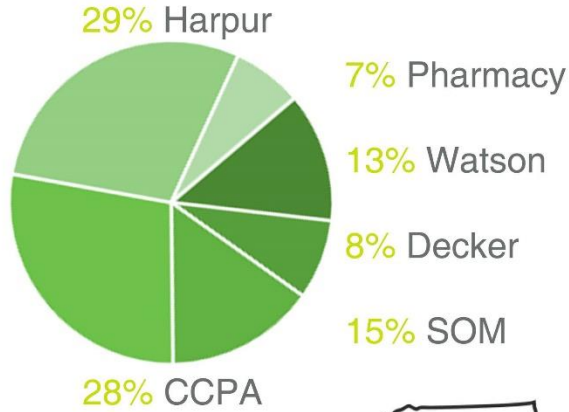


Argentina



Domestic Graduate Travel and Recruitment (2016 - 2018)

Applications by School



States Visited

Top Five States for Prospects

New York, California, Pennsylvania, Massachusetts, New Jersey



25+ schools in New York state alone!

5,200+ prospects to date in 2018
Applicants from all 50 states!
60 schools domestically



Wilkes University

Graduate Student Support and Mentoring

Goal

Provide a **supportive** environment for students

Graduate Student Ambassadors Program

24 departments

28 students from 10 countries

3,100+ emails sent

Graduate Community of Scholars

20+ events

300+ students

Registration and Enrollment Processing



Edwin-Nikko R Kabagting
Nursing



Melissa Mendoza
Biomedical Engineering



Boukary Ouedraogo
Educational Leadership



Rachel Keller
Public Administration



RECRUITMENT

80,000 prospects

Online - virtual tour, virtual fairs, directories and more

In-person - **14,000** prospects from **400** events



ADMISSIONS

New simplified application process - **15** minutes to complete

New applicant online portal

Rapid processing - **24** hour application processing time

Customized workflow for each academic department

BINGHAMTON UNIVERSITY

THE GRADUATE SCHOOL



SLATE TRAINING SUPPORT

650+ users

New features - texting, live webinars, interview scheduling

Process automation

COMMUNICATIONS

525,000+ emails, **40** communication streams

14 GRE, GMAT and TOEFL campaigns



**Over the last two recruitment cycles*

New admission letter (1 template instead of 3); 5 pages instead of 7 etc

Previous Graduate Application for Degree Process (GAFD)

Departments could only view information as it was updated in GradLink

A sufficient audit trail did not existed for processing fees

Multiple systems utilized: Google Forms, Banner, GradLink, paper forms, etc.

Student completes Google Form



Student writes check and completes additional processing fee form and has to deliver to Graduate School



Graduate School Review
&
Additional Manual Processing for Fee Payments



Graduate School uploads data to GradLink for academic departments to view

Revised Graduate Application for Degree Process (GAFD)

Combines multiple systems into one

Access to information at student & aggregate level will provide better customer service experience for students

Information from GAFD will appear in a student's Slate record

Academic departments will be able to see if a student applied for a degree immediately and will have up-to-date information

Payments streamlined for students and staff with improved audit trail

Student completes Slate form & pays thesis/dissertation processing fee in Slate



Graduate School Processing



Available for academic departments to view

DegreeWorks: On Track

Improve communication with stakeholders:



Making Binghamton University a Preferred Destination

As part of Binghamton University's Strategic Plan: Roadmap to Premier, the University is implementing a global initiative aimed at making Binghamton a preferred destination for international students. Directed by Vice Provost for Diversity and Inclusiveness Daryl Santos, the funding comes from the Office of the President.

A Focus on the Future

How time flies! One year ago, I stepped foot on Binghamton University's campus as a candidate for the position of Vice Provost and Dean of the Graduate School. It's been nine months since I assumed that role. In that time, a topic that has



[Graduate Student Life Center - University of Oklahoma](#)

[Graduate Student Life - Virginia Tech](#)

[Graduate Student Life - Boston College](#)

[Graduate Student Life and Wellness - Michigan State University](#)

[Graduate Student Life - Case Western Reserve University](#)

[Graduate Student Life - University of Maryland](#)

[Graduate Student Center - University of North
Carolina](#)

Actions and Activities

Worked with Development office to identify funding priorities

Our vision: Creating a richer living and learning experience for graduate students

- ❑ **Graduate Student Life Center**
- ❑ **Graduate Student Recruitment Fund**
- ❑ **Graduate student fellowships**
- ❑ **Graduate student assistantships**
- ❑ **Graduate student travel grants**
- ❑ **Graduate student merit-based awards**
- ❑ **Binghamton Fund for the Graduate School**

Web-based donation/Gift solicitation

Joint Task Force on Graduate Education and Scholarship

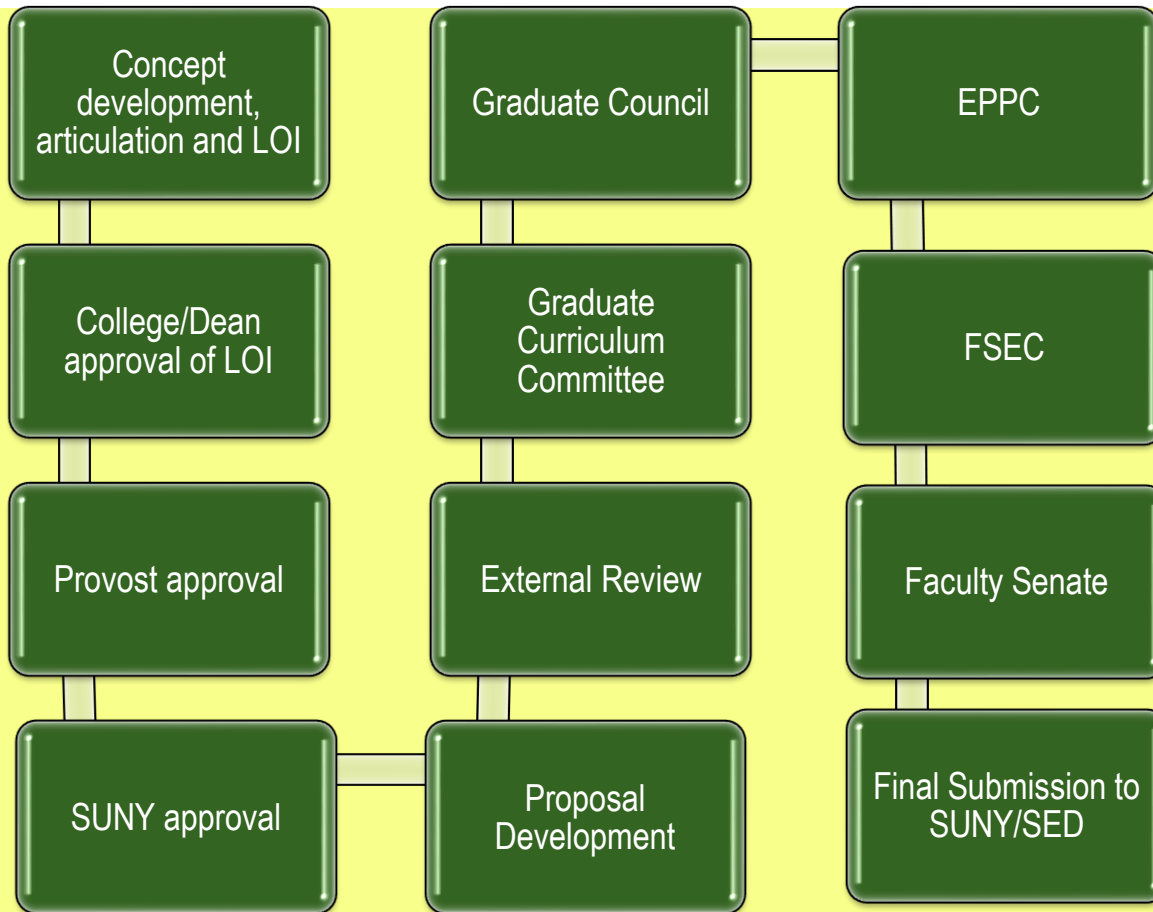
- 1) Recommend ways to enhance recruitment, increase graduate enrollment and diversify the student body.
- 2) Review the challenges that impede time to new degree program development and major program revisions and recommend ways to speed up the process.
- 3) Recommend strategies to become nationally ranked for doctoral education and develop measurable indicators that underpin the profile of Premier Public University.
- 4) Identify other innovations and strategies e.g. online education, certificates and badges, consistent with the university's strategic goals related to graduate education and scholarship

Joint Task Force

- ❑ Stimulate broad based engagement
- ❑ Opportunity for long term shift in cultural practices based on grass root ideas and buy in
- ❑ Align or seek right balance between apparently competing or misaligned goals and practices e.g. how can we simultaneously increase graduate student numbers while continuing to advance research excellence?
- ❑ What are the most appropriate/acceptable metrics?
- ❑ Who needs to do what?



Degree Proposal process



2015 - 2018 (Previous 3 years to date)

Campus	74.7
SUNY	104
SED	199

**Based on 84 registered programs

2017-2018 (previous year to date)

Campus	85
SUNY	92
SED	155

**Based on 38 registered programs

Current open items

Campus	516
SUNY	73
SED	596

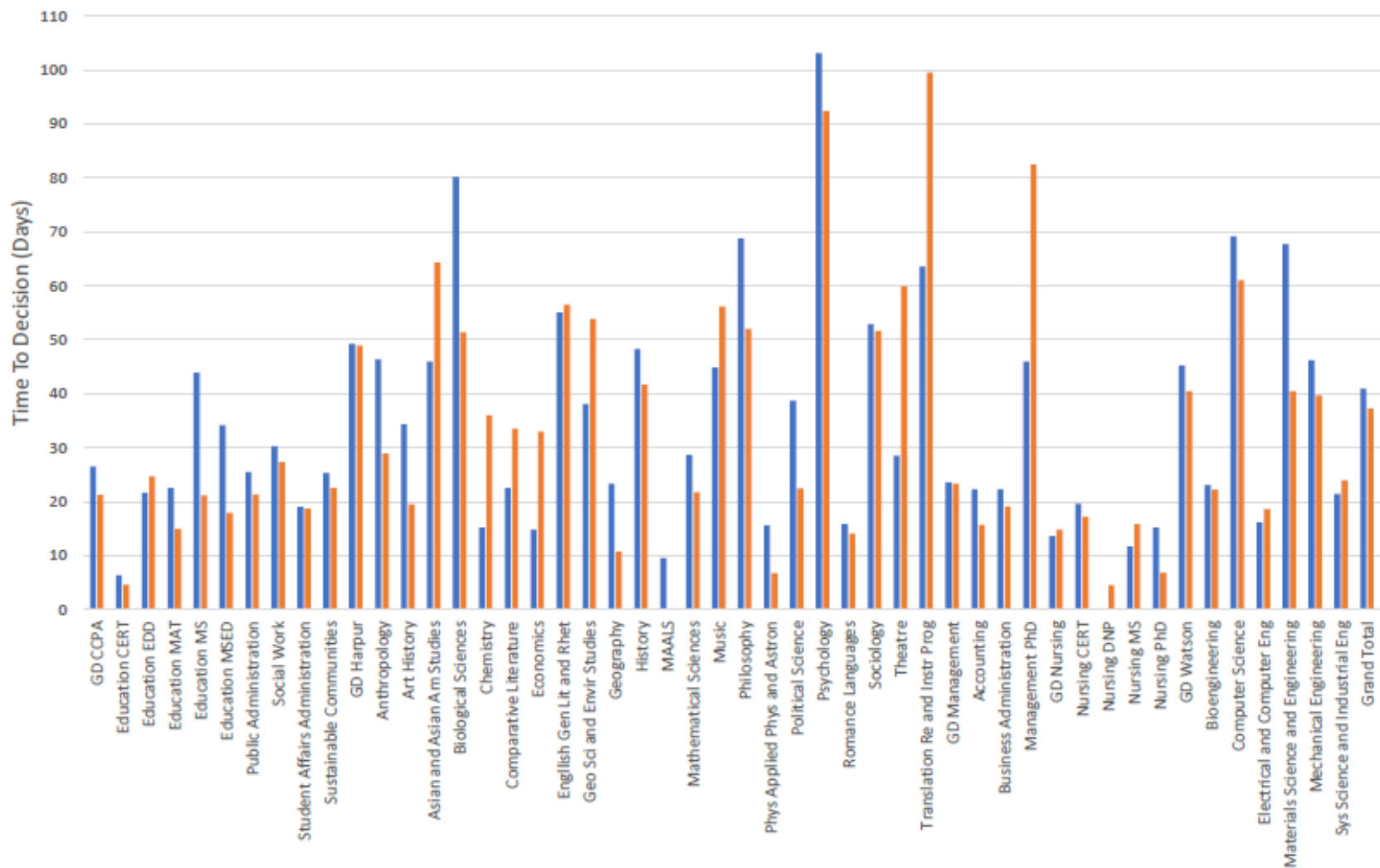
**Based on 7 open proposals

Leslie L. Heywood
Professor

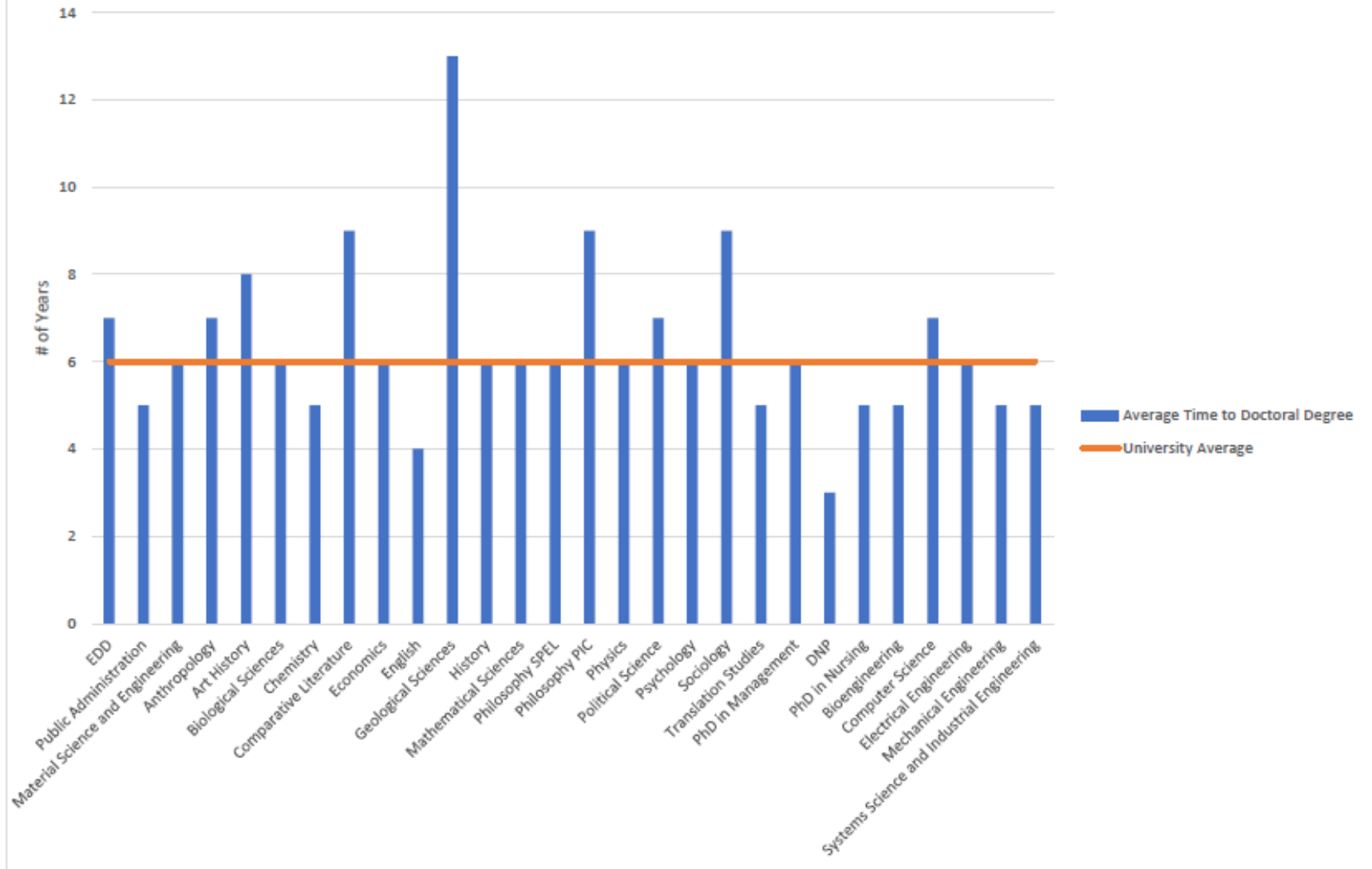
Faculty Fellow

Binghamton University Graduate School Time to Decision by Departments (adjusted for deadlines)

■ Fall 2017 (Blue) ■ Fall 2018 (Orange)



Average Time to Doctoral Degrees for International Students, AY 13-14 to 17-18





Before



After



Before



After



Challenges

- ❑ Lack of funding to support graduate student travel to conferences
- ❑ Difficult recruiting environment
- ❑ Degree processes/procedures and expectations could be clearer
- ❑ How to measure our competitiveness: trends in quality of graduate students and programs
- ❑ Keep the campus aware of and responsive to changing needs and expectations

Questions?

February 26, 2020





STUDENT AFFAIRS BUDGET SUMMARY

FACULTY SENATE BUDGET REVIEW COMMITTEE

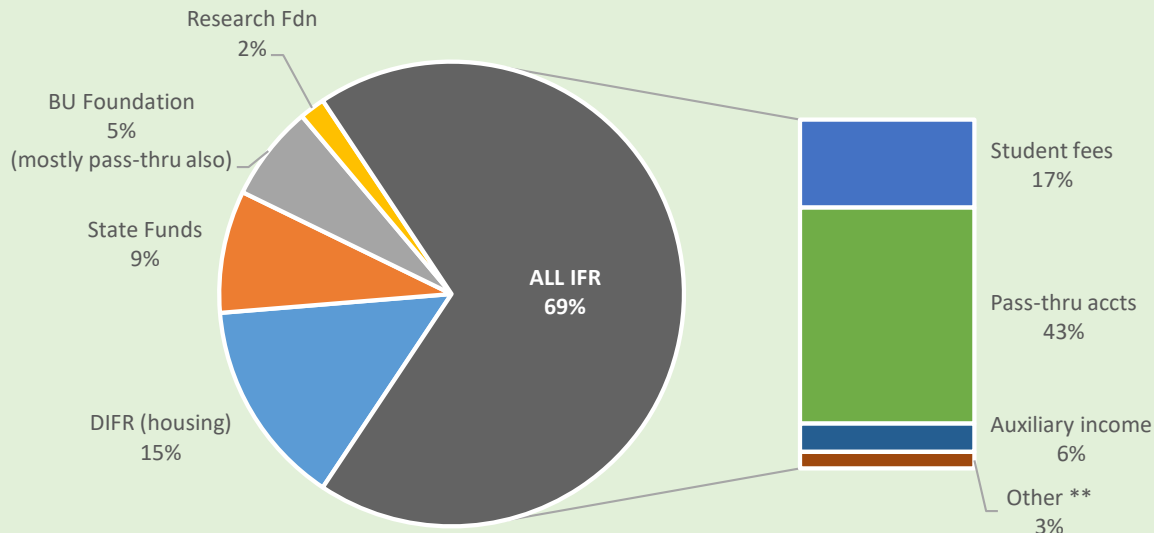
Revised for 2019

Brian T. Rose, Vice President for Student Affairs

SOURCES OF FUNDING

Student Affairs is largely funded by fees and revenues with only 9% State allocation

	2016-17		2017-18	
IFR Funds	\$50,227,474	69%	\$50,045,628	69%
DIFR (housing)	\$10,494,965	14%	\$10,755,845	15%
State funds	\$6,222,182	9%	\$6,255,748	9%
BU Foundation	\$4,863,606	6%	\$3,848,068	5%
Research Foundation	\$1,304,343	2%	\$1,269,513	2%
TOTAL	\$73,112,570	100%	\$72,174,801	100%



NOTES:

- Total includes IFR overhead fees and fringe benefit costs
- "Pass-thru" includes student health insurance, board plan payments, and direct aid, as well as food service equip. and renovations.
- "Other" IFR includes fees for service (parking, fitness center, conference and events)



BROAD-BASED FEES

	Health & Counseling	Transportation	Recreation	Orientation	Campus Life	Career Resource	
Current fee (annual)	\$380	\$190	\$112	\$225	\$68	\$22	
Total Revenue	\$5,891,476	\$2,828,783	\$1,696,178	\$954,882	\$829,129	\$271,958	
EXPENSES:							
Salaries & fringe	\$5,137,343	\$372,606	\$1,351,442	\$401,678	\$325,367	\$89,720	56%
Trans. contracts	-	\$1,360,777	-	-	-	-	10%
Overhead fee	\$760,412	\$375,539	\$223,060	\$96,102	\$109,555	\$35,771	12%
ALL OTHER EXP.	\$382,576	\$1,609,991	\$256,576	\$330,226	\$337,813	\$221,803	23%

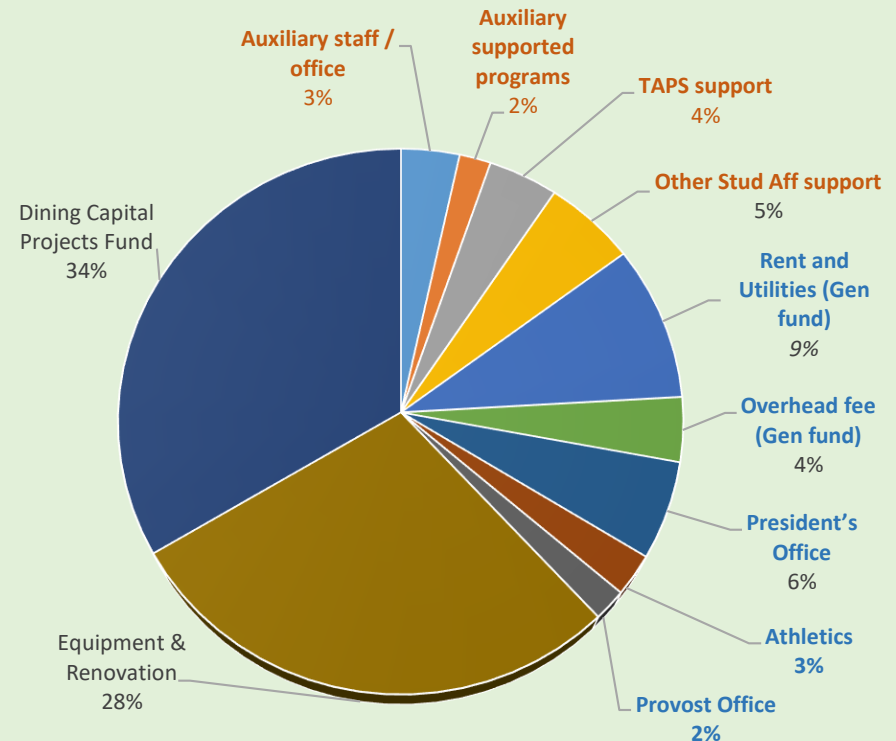
- 56 % of all expenditures are salaries and fringe benefits, 23% are non-personnel expenses
- Salaries and fringe benefits increase annually (average 3-4%) but our ability to increase the fees to cover costs is capped by SUNY at the HEPI index (usually between 1.5 - 3%). As the non-controllables increase, it squeezes the remaining budget for each of the fees.

AUX. SERVICES COMMISSIONS

Auxiliary revenues consist of commissions on sales, other contractual obligations including equipment, renovations and capital improvement, rent and utilities.

These funds support many areas of the campus:

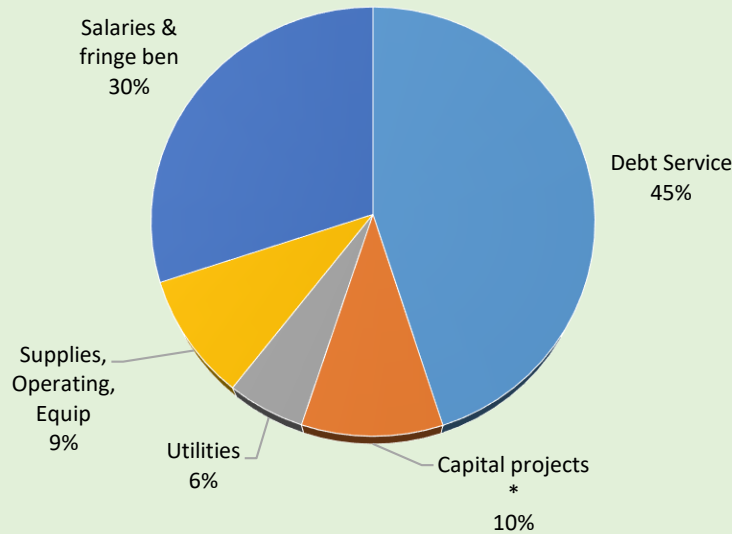
	2016-17	2017-18
Auxiliary staff / office	\$ 371,304	\$ 343,646
Auxiliary supported programs	\$ 200,000	\$ 255,000
TAPS support	\$ 443,564	\$ 431,079
Other Stud Affairs support	\$ 584,286	\$ 613,894
Rent and Utilities (Univ. fund)	\$ 989,560	\$ 984,581
Overhead fee (Univ. fund)	\$ 410,792	\$ 486,752
President's Office	\$ 623,250	\$ 623,250
Athletics	\$ 267,328	\$ 253,852
Provost Office	\$ 200,000	\$ 200,000
Equipment & Renovation	\$ 3,055,950	\$ 3,348,734
Dining Capital Projects Fund	\$ 3,599,821	\$ 3,054,186
TOTALS	\$ 10,745,855	\$ 10,594,975





DIFR SUMMARY

UNIVERSITY-WIDE RES HALL BUDGET

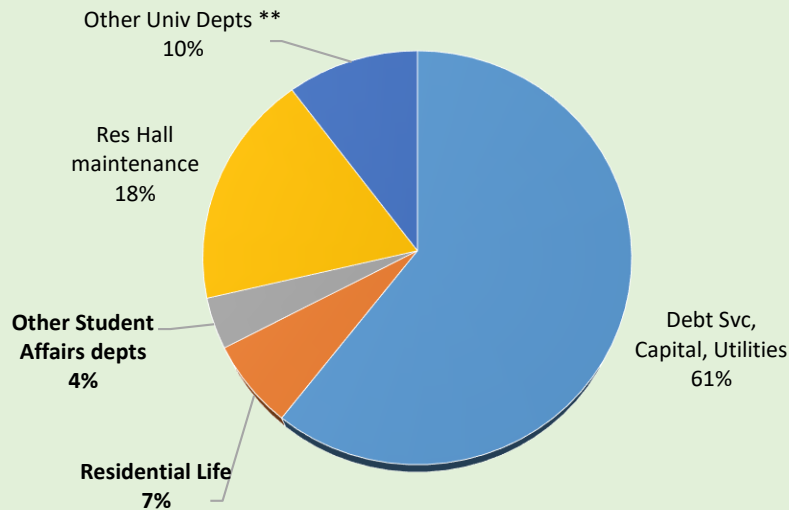


Category	Amount
Debt Service	\$ 37,610,269
Capital projects	\$ 8,341,189
Utilities	\$ 4,600,000
Supplies, operating, equipment	\$ 7,804,222
Salaries and fringe benefits	\$ 25,109,701
Total	\$ 83,465,381

DIFR SUMMARY (CONT.)

DIFR funds many areas besides Student Affairs and Residential Life

RES HALL (DIFR) BUDGET - AREAS SUPPORTED



Department/ Area	Amount
Debt Service, Capital, Utilities	\$ 50,551,458
Res Hall maintenance	\$ 15,357,664
Residential Life & Student Affairs Depts	\$ 8,992,735
Other University Depts. (UPD, EHS, ITS)	\$ 8,563,525
Total	\$ 83,465,381



EMPLOYEES – PROF. STAFF

(UUP, CSEA, PEF, M/C)

Type	2018 count	2019 count
Temporary	34	14
Term	102	107
Permanent	101	101
Total	237	222

- 27% (59) of Student Affairs staff are state funded, balance are on IFR or DIFR
- 73% of employees are on funding that requires paying fringe benefits

Funding	2018 count	Salaries	Fringe Benefits	Total Cost
DIFR	59	\$ 3,828,359	\$ 2,445,939	\$ 6,274,298
IFR	115	\$ 5,909,568	\$ 3,775,623	\$ 9,685,191
State	63	\$ 3,758,137	\$ -	\$ 3,758,137
Grand Total	237	\$ 13,496,064	\$ 6,221,562	\$ 19,717,626



STUDENT EMPLOYEES

Student Employees (UG and Grad) in 2017-18 (excluding residential staff):

	Headcount	Total payroll
UG Student Assistants	1176	\$ 1,222,028
Graduate Assistants	47	\$ 435,938

Residential Student Staff (not paid, but get room & board):

	Headcount	Value of room/board
Res. Assistant (UG)	216	\$ 3,522,528
Asst. Res. Coord. (Grad)	15	\$ 249,060

Total Student Employees:

	Headcount	Total cost
Total Student Employees	1,454	\$ 5,429,554

BUDGET IMPACTS

In 2018-19, the total impact of contractual raises to Student Affairs in 2018-19 is over \$1.3 Million. 75% of that is retroactive pay being covered centrally by the University.

The division will need the following increased funding going forward:

	Salaries & fringe as of Sept 2018	Base increases			Base salaries Totals in 2021	Total % Increase
		2018-19	2019-20	2020-21		
DIFR	\$ 5,274,354	\$ 210,974	\$ 164,560	\$ 169,497	\$ 5,819,385	10.33%
IFR	\$ 9,370,112	\$ 374,804	\$ 292,348	\$ 301,118	\$ 10,338,382	10.33%
State	\$ 3,563,383	\$ 142,535	\$ 111,178	\$ 114,513	\$ 3,931,609	10.33%
Grand Total	\$ 18,207,849	\$ 728,314	\$ 568,085	\$ 585,127	\$ 20,089,376	

By 2021 at the end of the UUP and CSEA contracts, payroll costs will have increased 10.33 %. Student Affairs plans to meet the increases as follows:

- **State funds** – we will have to keep vacancies open
- **IFR and DIFR funds** – mix of vacancies and managed feed increases as well as new revenue generating activities where possible

VALUE OF CURRENT VACANCIES = \$769,000

Faculty Senate Budget Review Committee

Division of Operations and Physical Facilities Capital Projects

April 2019



JOANN J. NAVARRO

VICE PRESIDENT FOR OPERATIONS

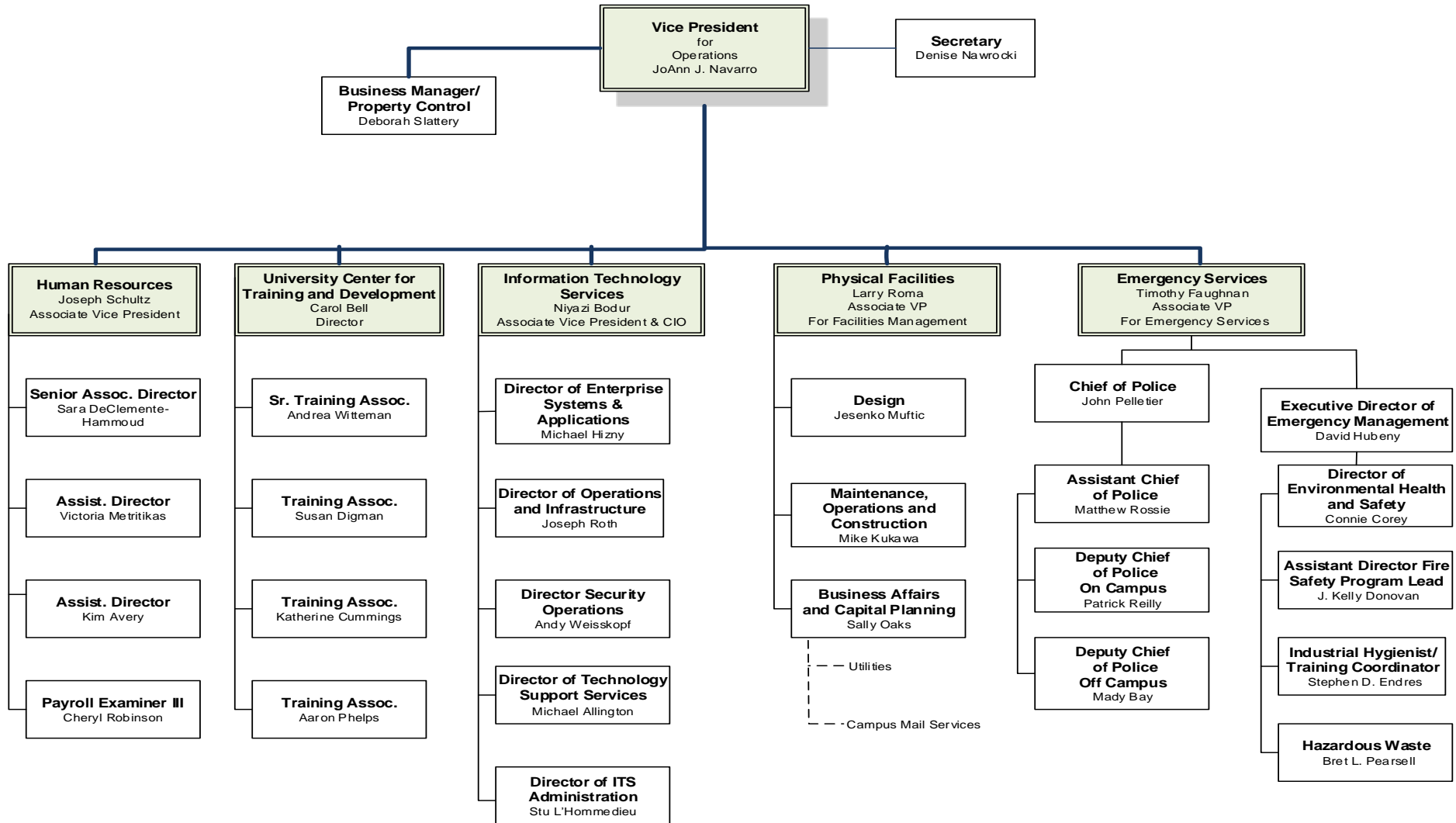
LAWRENCE J. ROMA

AVP FOR FACILITIES MANAGEMENT

Agenda

- Organizational Overview
- Divisional Expenditures By Department (17-18)
- Physical Facilities - - Capital Project Update

DIVISION OF OPERATIONS



Divisional Expenditures by Department (17-18)

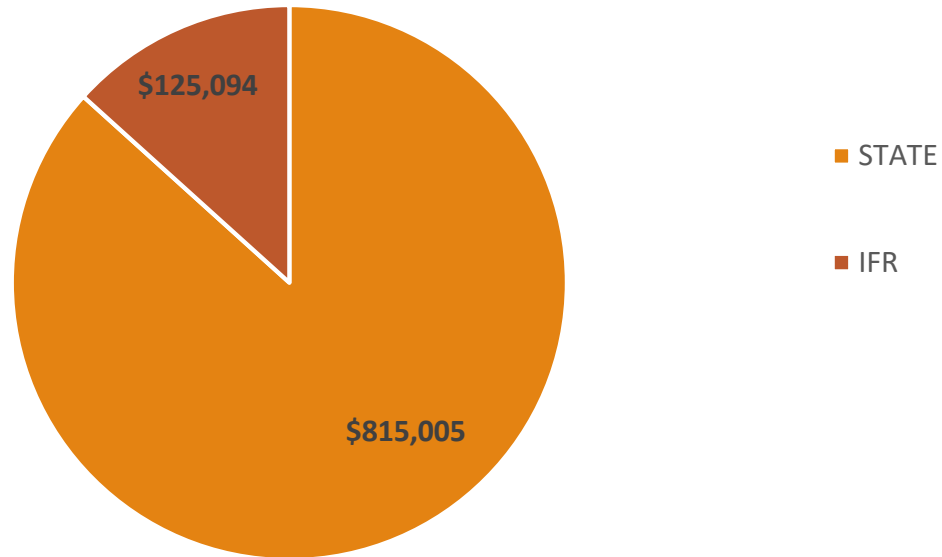


Expenditures 17-18

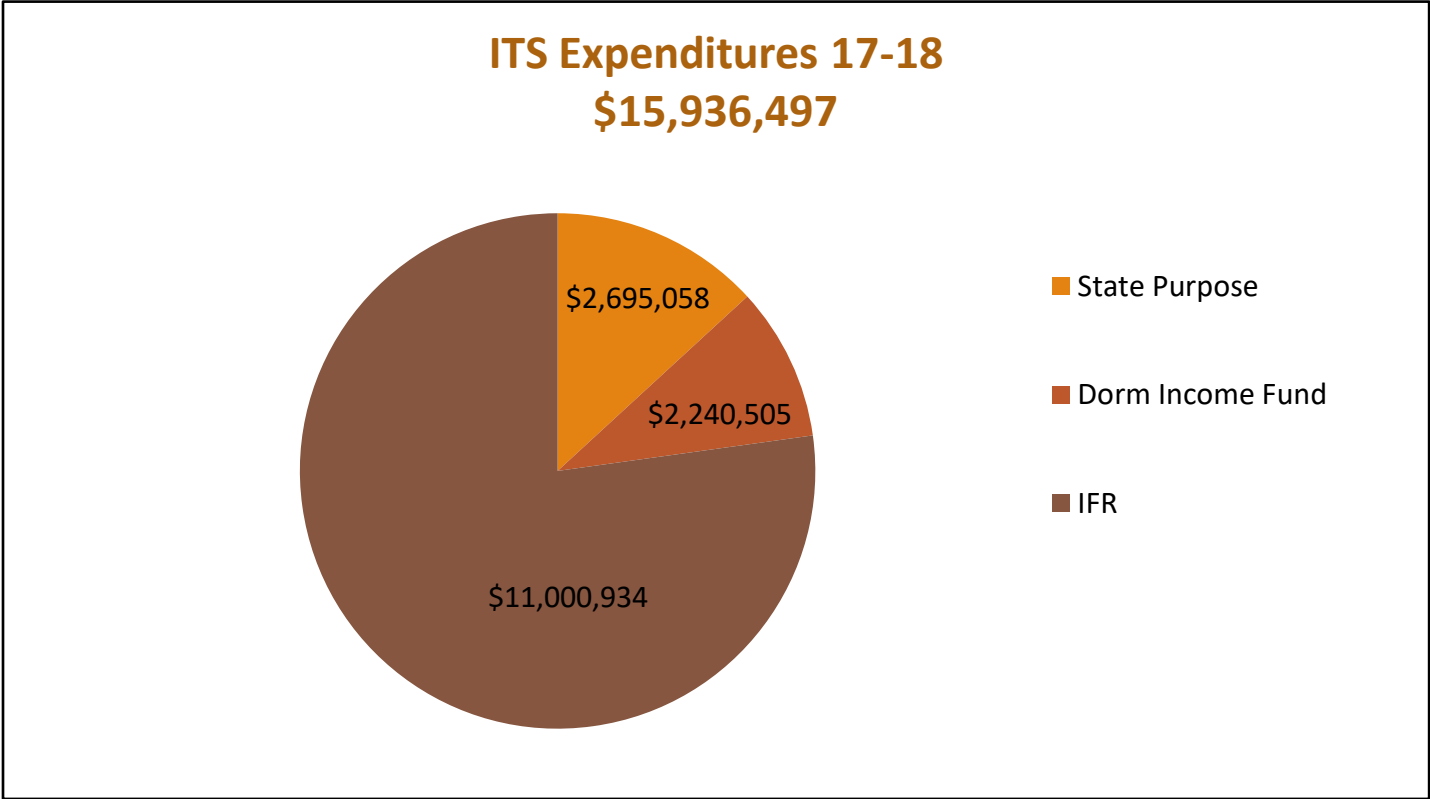
Office of the Vice President for Operations

17-18

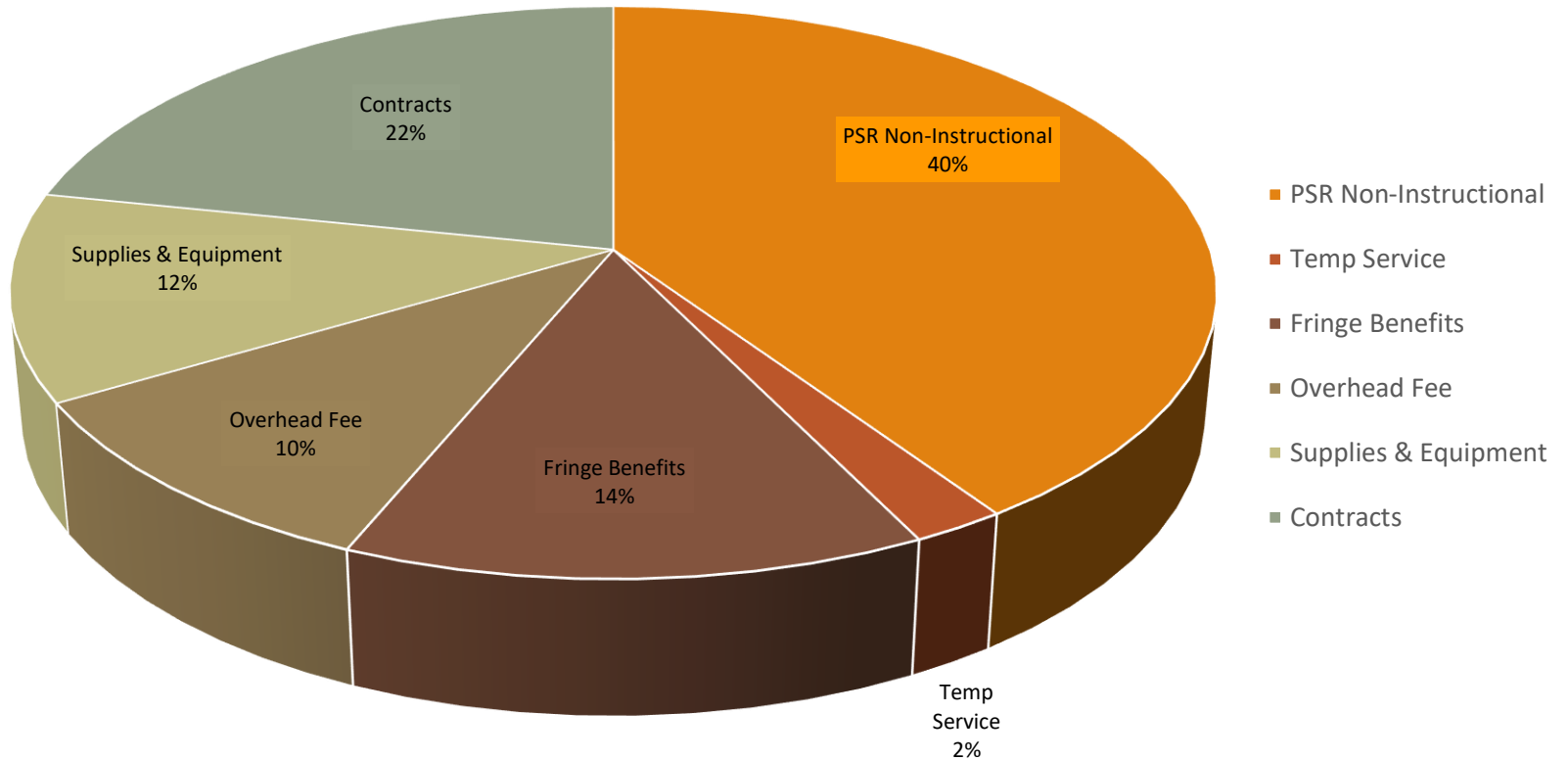
\$940,099



ITS Expenditures 17-18

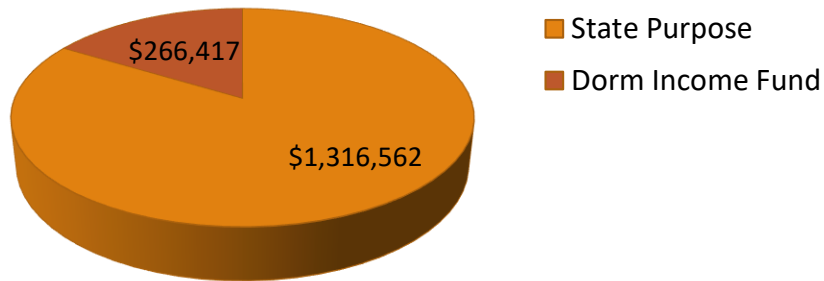


ITS Technology Spending Plan



Human Resources 17-18

\$1,582,979

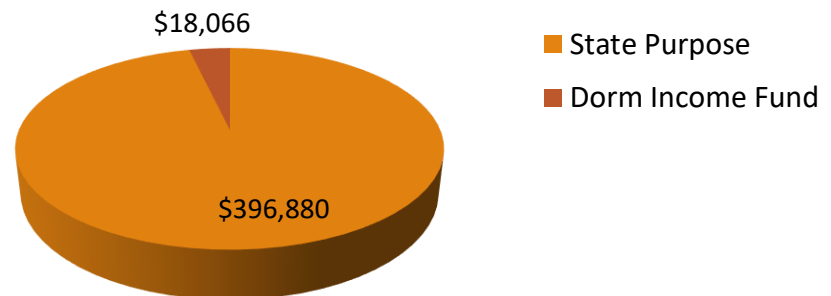


Human Resources & University Center for Training and Development

Expenditures 17-18

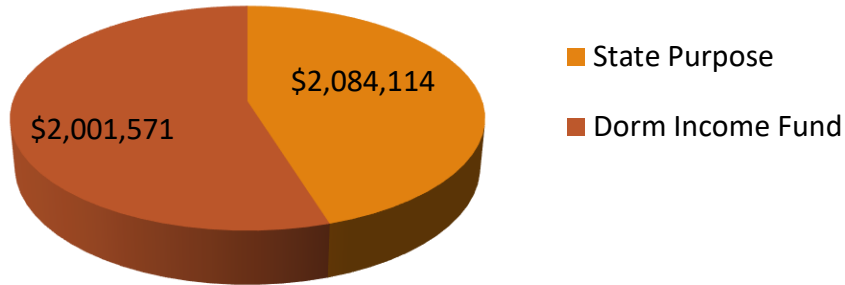
UCTD 17-18

\$414,946



University Police 17-18

\$4,085,685

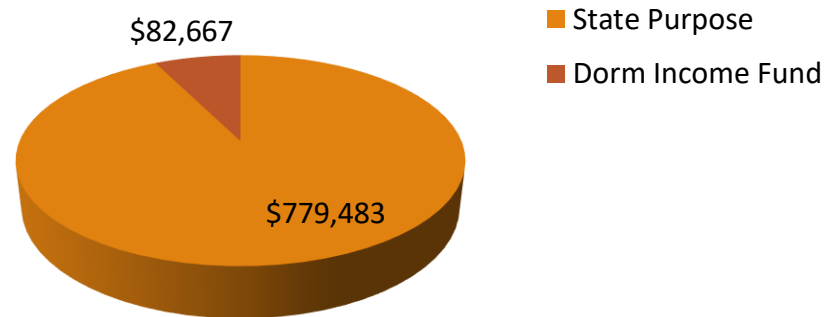


UNIVERSITY POLICE & ENVIRONMENTAL HEALTH & SAFETY

EXPENDITURES 17-18

EH&S 17-18

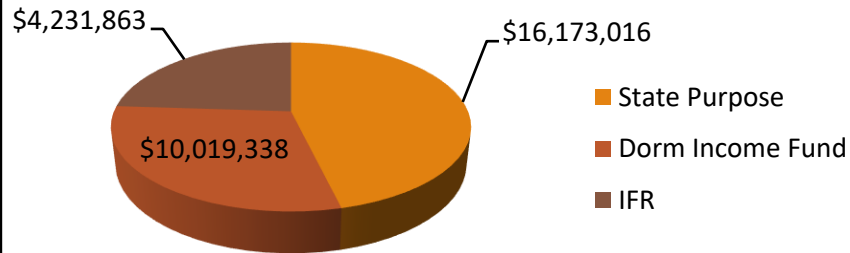
\$862,150



Physical Facilities Expenditures

17-18

\$30,424,217

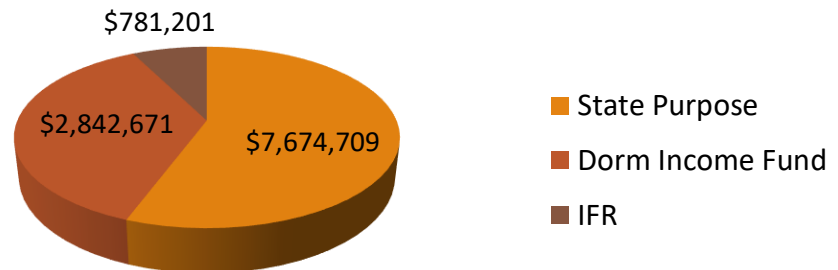


PHYSICAL FACILITIES AND UTILITIES

EXPENDITURES 17-18

Utilities Expenditures 17-18

\$11,298,581



Impact of Mandated Contractual Increases

	UUP ATB	UUP One time**	CSEA ATB	CSEA one time**
Human Resources	\$2,122	\$3,454	\$27,099	\$15,783
UCTD	\$20,690	\$21,818	\$0	\$0
Emergency Services	\$43,847	\$35,799	\$1,180	\$2,560
Information Technology	\$323,054	\$374,766	\$23,170	\$24,800
Physical Facilities	\$236,801	\$342,975	\$381,095	\$438,979
Total	\$626,514	\$778,812	\$432,544	\$482,125

** Funded centrally by the University

Initiatives to Absorb Increases

Computing Services

- Vacant positions are being held to generate salary savings– Currently there are 11 open positions with 3 searches in progress
- Travel and professional development requests are being reviewed more closely – more in house and on-line training is being utilized

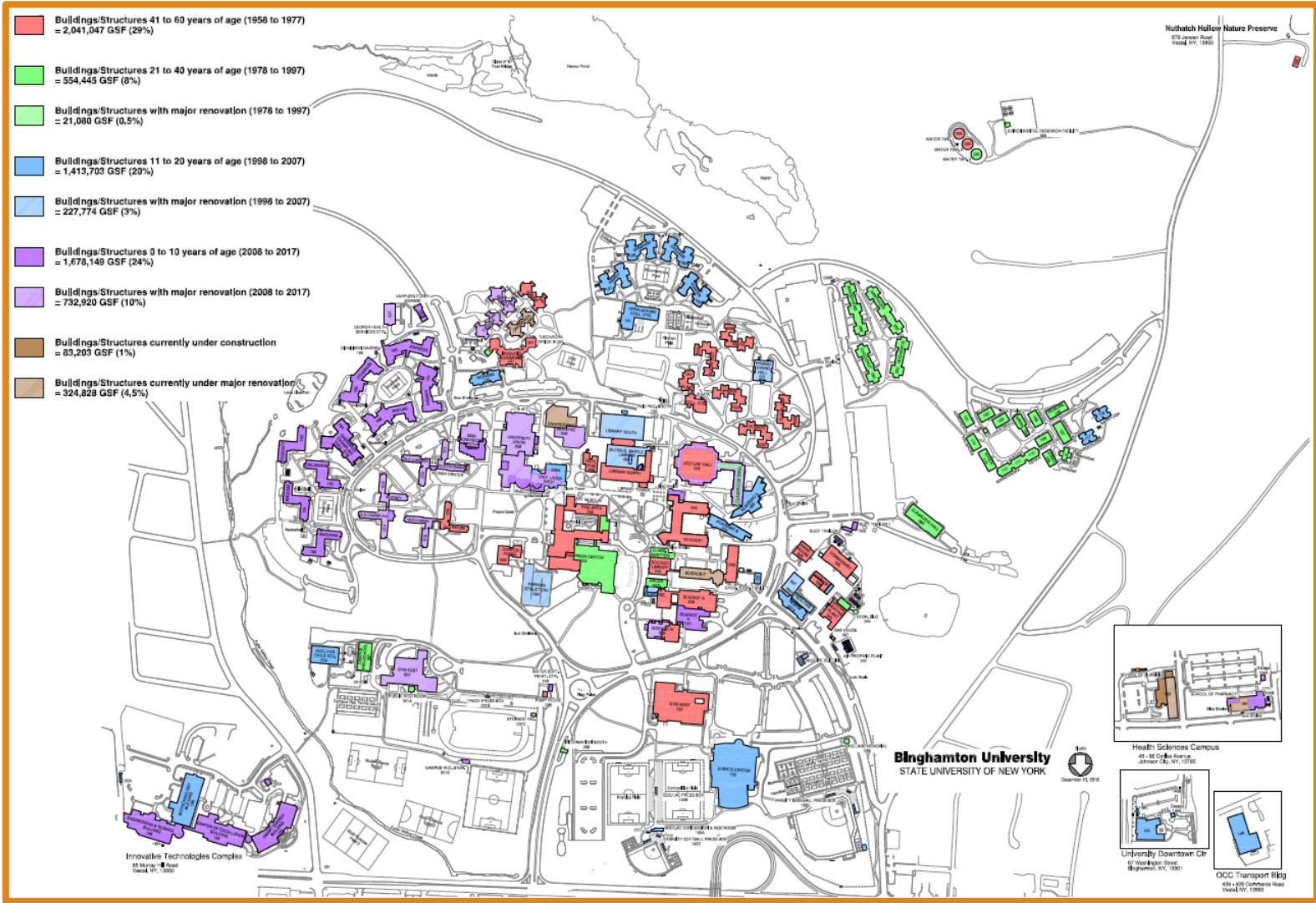
Physical Facilities

- 34 State positions vacant and 21 Residential positions vacant. As a result, PF has increased summer student hires and three month temp staff.
- PF is value engineering prior to bid and utilizing "Add alternates" to if the bids allow for some desired additions to the projects
- Reduced "Blanket PO's" provides more diligence for lower pricing at purchase.

Human Resources

- Have not refilled vacant positions. Alternative is to redistribute workloads

Physical Facilities / Capital Projects



Physical Facilities

Infrastructure

- 6.3 miles of roads
- 3.5 miles of service drives
- 23 miles of walkways
- 35 acres of parking lots with 6,700 parking spaces
- 52 acres of maintained lawns
- 4 acres of synthetic athletic field

Buildings

- 6.6 million gross square feet
- 115 buildings
- 6,982 residence hall beds
- Four satellite sites:
 - University Downtown Center
 - Innovative Technologies Complex
 - Commerce Road
 - Endicott Storage Facility

Campus Improvements

Masonry repairs took place at a number of sites across campus including the Library Plaza Deck, the Lois B. DeFleur walkway, and walkway in front of the Classroom Wing



Campus Improvements

Directional signage installed at ten locations across campus



Campus Improvements

The entrance in front of the Library was resurfaced



Before



After

DIVISION OF OPERATIONS GOALS AND OBJECTIVES - MAJOR CAPITAL PROJECTS 2019-2022

2/8/2019

Item #	Project Title	2019	2020	2021	2022	Total Project Cost	Funding Strategy
Design - Construction - Group III Equipment							
JOHNSON CITY PROJECTS							
1	27 Jennison Avenue Renovation					\$1,200,000	Donor
2	Pharmacy School					\$60,000,000	SI
3	Renovate 4B Corliss - SON					\$33,000,000	SI/CM/ESD
4	Pharmacy R&D Bldg					\$17,250,000	SI
5	Pharmacy Basement Renov					\$2,600,000	SI
6	42, 46 and Other Properties Demo					\$1,500,000	ESD
CAMPUS PROJECTS							
7	Engineering Bldg Rehab Phases 4 & 5					\$20,100,000	CM
8	Bartle Library Third Floor					\$18,250,000	CM
9	Bartle Library Second Floor					\$23,000,000	CM
10	Greenhouses Renovations					\$2,500,000	CM
11	Sci III Chiller/Cooling Tower					\$4,150,000	CM
12	Science IV East Side					\$14,300,000	CM
13	Sci II East (Physics) Wing					\$22,000,000	CM
14	Sci II Tower					\$14,700,000	CM
15	Sci IV West Side					\$23,900,000	CM
16	Sci III Middle Core					\$16,000,000	CM
17	Sci III East Side					\$15,200,000	CM
18	Sci III West Side					\$10,000,000	CM
19	Sci II South (Chemistry) Wings					\$19,500,000	CM
20	CIW Onondaga Renov					\$6,000,000	R&R
21	Hinman Dining Hall Renovation					\$27,000,000	Contractual
22	Hinman Renov Phase 1					\$3,500,000	R&R
23	Hinman Renov Phase 2					\$3,500,000	R&R
24	Renovate Sci I Plumbing					\$1,200,000	CM
25	Upgrade Site High Voltage Phase 5					\$3,000,000	CM
26	Boiler Plant West Gym/Lvents Center					\$2,500,000	CM
27	Phased Road Reconstruction					\$2,250,000	CM
28	Technology I Hub Data Center					\$3,750,000	CM
29	Commissary Renov					\$3,000,000	CM
30	Academic B Chiller, Cooling Tower Replacement					\$1,850,000	CM
31	Baseball Clubhouse					\$20,000,000	Donor
32	Upgrade Site High Voltage Phase 6					\$5,500,000	CM
33	Various Building Roof Replacements					\$3,500,000	CM
34	Elevator Rehabs					\$2,500,000	CM
35	Admin Building Fenestration Replacement					\$8,000,000	CM
36	Design and Renovations for New Halls					\$5,000,000	IFR
37	Minor CM State and Res Halls					\$7,500,000	CM
TOTAL						\$428,700,000	

Project milestones may vary based upon many factors including material deliveries, weather conditions, availability of suitable labor forces, unforeseen conditions, changes in project scope, funding availability, etc

Key: Design ■ Bid ■ Const ■ Occupy ■

Pharmacy R&D Building



- Design 60% complete
- Coordinating utility feeds for construction
- Facility will support Pharmacy research functions and be connected to the School of Pharmacy
- Construction to begin in summer 2019 with completion in 2020

Pharmacy Basement Renovation

- Construction underway to renovate 10,000 square feet of space
- To provide hub facilities for University Police, Environmental Health & Safety and Information Technology
- Completion anticipated in early summer



48 Corliss- Decker College of nursing and health sciences



48 Corliss

Project is bid with construction to begin early 2019

- This renovation of the first 4 floors for the Decker College of Nursing and Health Sciences includes simulation labs, offices, conference rooms, an info commons and public spaces including food service as well as MEP upgrades
- New addition to house classrooms, lobby, an elevator/stair tower and new mechanical room
- Floors 5 & 6 being shelled out for future nursing program expansion
- Completion in August 2020



48 Corliss



42-46 Corliss



- Contract for demolition awarded with abatement to begin in early 2019
- Once abatement is complete, demo will follow
- Concrete will be “rubble-ized” to fill in voids on the property
- A 205 space parking lot will be constructed on this site

48 Corliss



27 Jenison Ave

- Coordinating with stakeholders regarding direction to demolish existing facility and proceed with design and construction of a pre-engineered building and related site work including utility connections and parking
- Ford Family Wellness Center for Seniors to provide cost-effective, convenient, geriatric healthcare services to the community
- It will provide respectful, high-quality, integrative primary healthcare and holistic health and wellness services through collaborative partnerships



Sci 2 Renovation – Phase 1



- Phase one will renovate the entire Physics wing of this 50 year old building
- Project will include new multi discipline undergraduate labs, classrooms, restrooms, energy efficient exterior fenestration on the entire building and updated MEP building systems including air conditioning
- Work has begun with construction completion in 2020

Sci 4 Renovation Phase 2

- Schematic design underway
- Involves renovations to the west side of Science 4 for the sciences including offices, labs and support space.
- The project will involve installation of new MEP systems for the west side of Science 4
- Renovation includes surge space to facilitate the phase one renovation of Science 3



Engineering Building Rehab Phases 4 & 5

- This critical maintenance project will renovate 66,000 square feet of space in the Engineering Building. Improvements include:
 - Upgrades to HVAC systems including new air handlers, chiller and duct work
 - Upgrades to power panels, lighting controls, fiber optics and emergency generators
 - New offices, labs, classrooms and restrooms
 - Exterior cladding with insulated panels and new windows
 - Contract awarded and work underway with completion in early 2021



Library Third Floor Renovation

- Complete gut and renovation of Library South third floor including asbestos abatement and installation of new flooring, ceilings and LED lighting
- Mechanical systems serving the area will be replaced/upgraded including air handlers and chiller
- The energy management system will also be upgraded so energy systems can be better managed and costs reduced
- Third floor will be connected to existing south stair tower constructed when the 4th floor was abated in 2003



Upgrade Site High Voltage Phase 5

- This project will upgrade underground manholes, conduit duct banks and high voltage cables to the Science Complex
- Contractor has completed work to install duct bank along Science 2 services drive and is now working between Science 2 and Science 3 to construct concrete pads for new transformers. Work in Science building electrical rooms will also take place
- Project currently under construction with completion in summer, 2019



Site Infrastructure Reconstruction – Phase 2

- Some parking lots and roads will be re-paved In summer 2019
 - A portion of West Drive and Bunn Hill Access Roads including the addition of a speed table near Physical Facilities
 - Hillside bus access
 - Recreation drive around East Gym/Campus Pre School
 - Clearview Drive to drainage gate
- Parking lots M3, M4 and L



CIW Residence Hall Renovations

- CIW Community renovations involve asbestos abatement, renovation of bathrooms including upgrades to building MEP systems
- Lounge areas and corridors receive new ceilings, flooring and lighting
- Lights in bedrooms replaced with energy efficient LED's, rooms and corridors painted and several hundred new doors/hardware installations
- Exterior masonry repairs
- Cayuga and Seneca renovations are complete. Onondaga is underway and will conclude in summer 2019.



Hinman - Cleveland Renovation



- Project in design
- Renovation of bathrooms
- New ceilings, lighting, doors, flooring, MEP systems, roofing and refurbishing of elevators
- New windows, building insulation and AC
- Work to begin summer 2019 and be completed fall 2020

Questions

Campus Improvements

Window washing took place across campus and repairs to campus facades also took place



48 Corliss



Harpur College Budget Update



April 2019

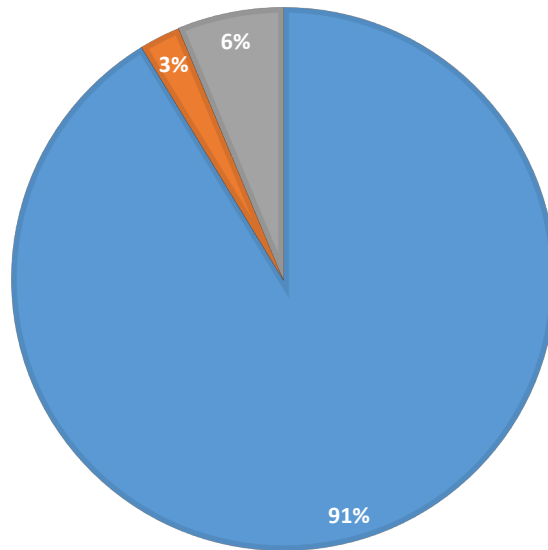
BINGHAMTON
UNIVERSITY
STATE UNIVERSITY OF NEW YORK

Harpur College
of Arts and Sciences

BINGHAMTON
UNIVERSITY
STATE UNIVERSITY OF NEW YORK

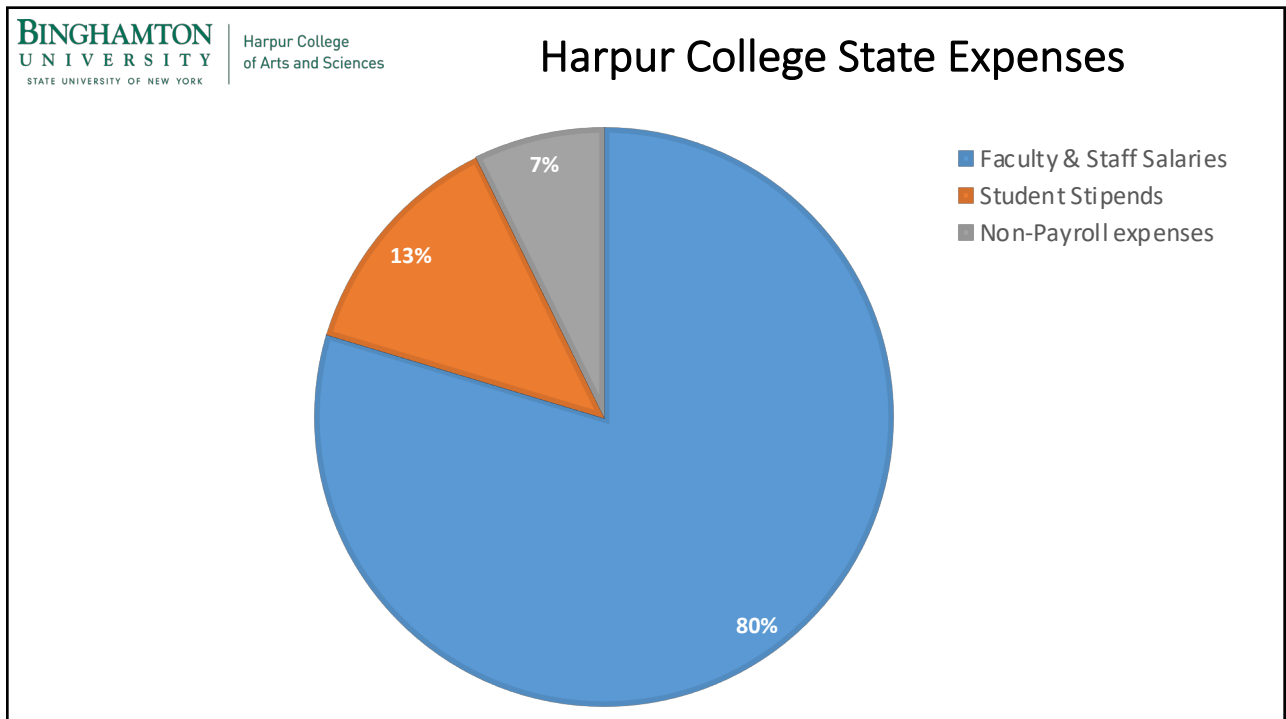
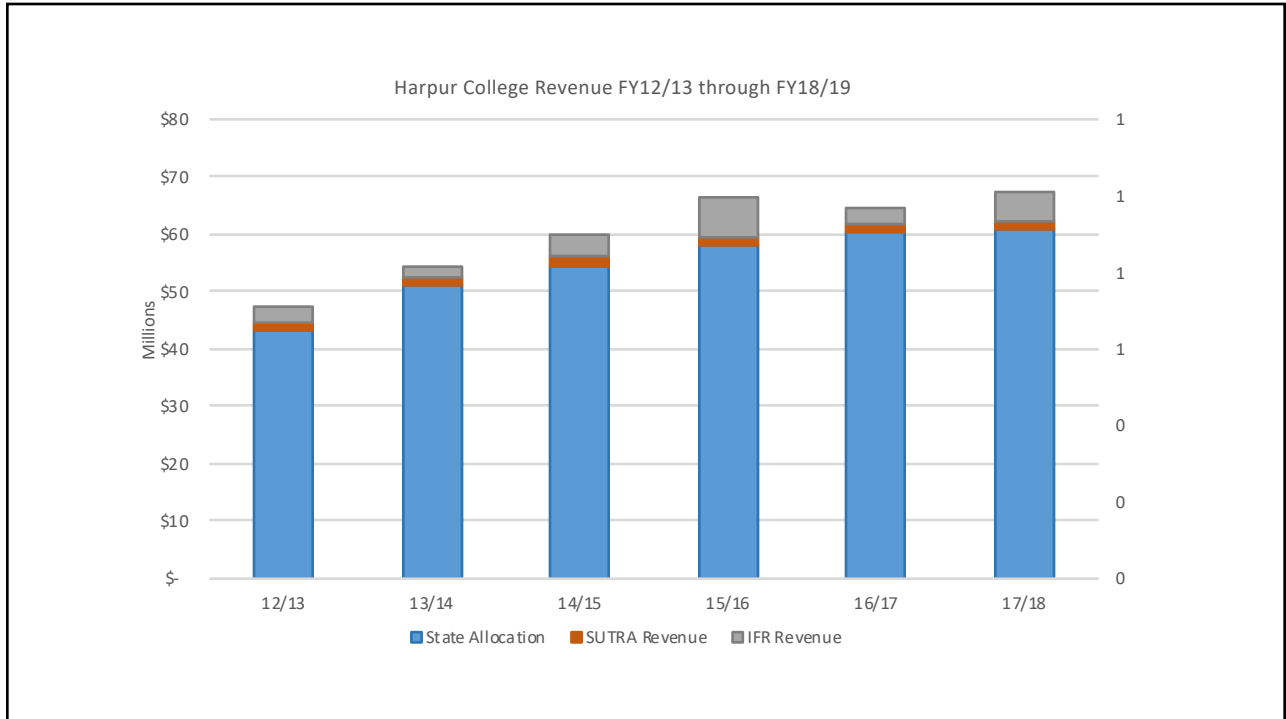
Harpur College
of Arts and Sciences

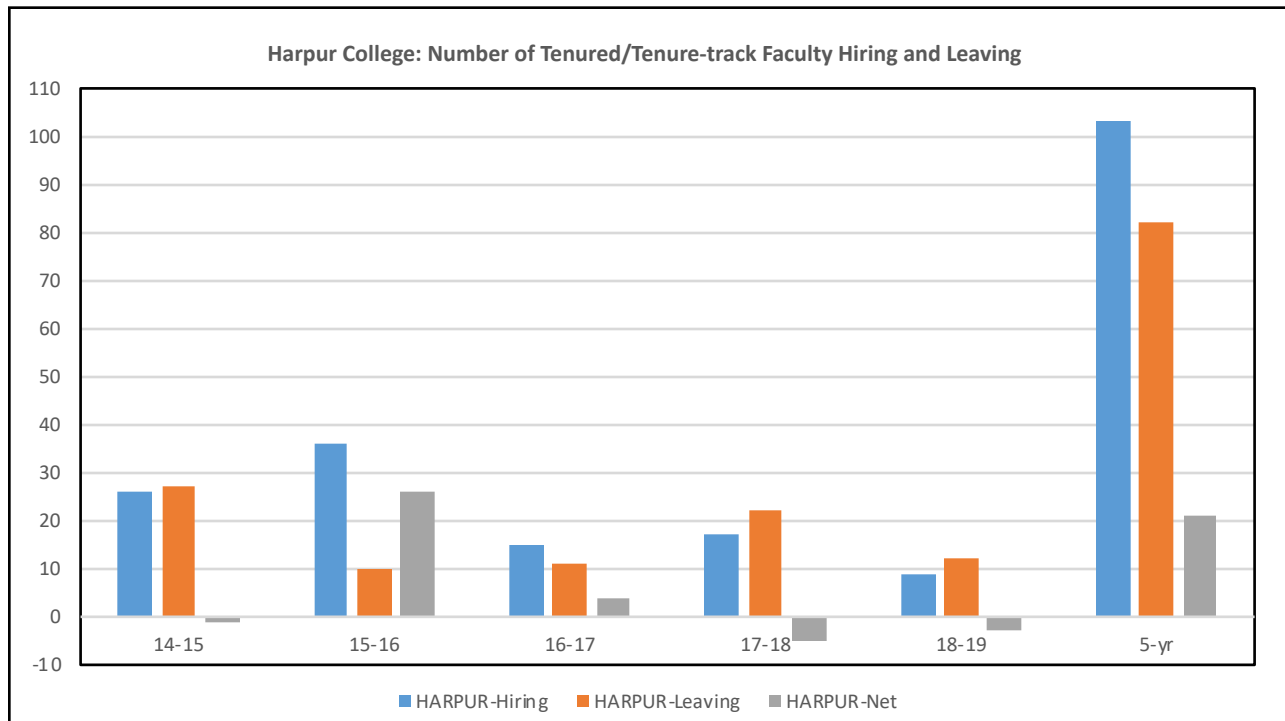
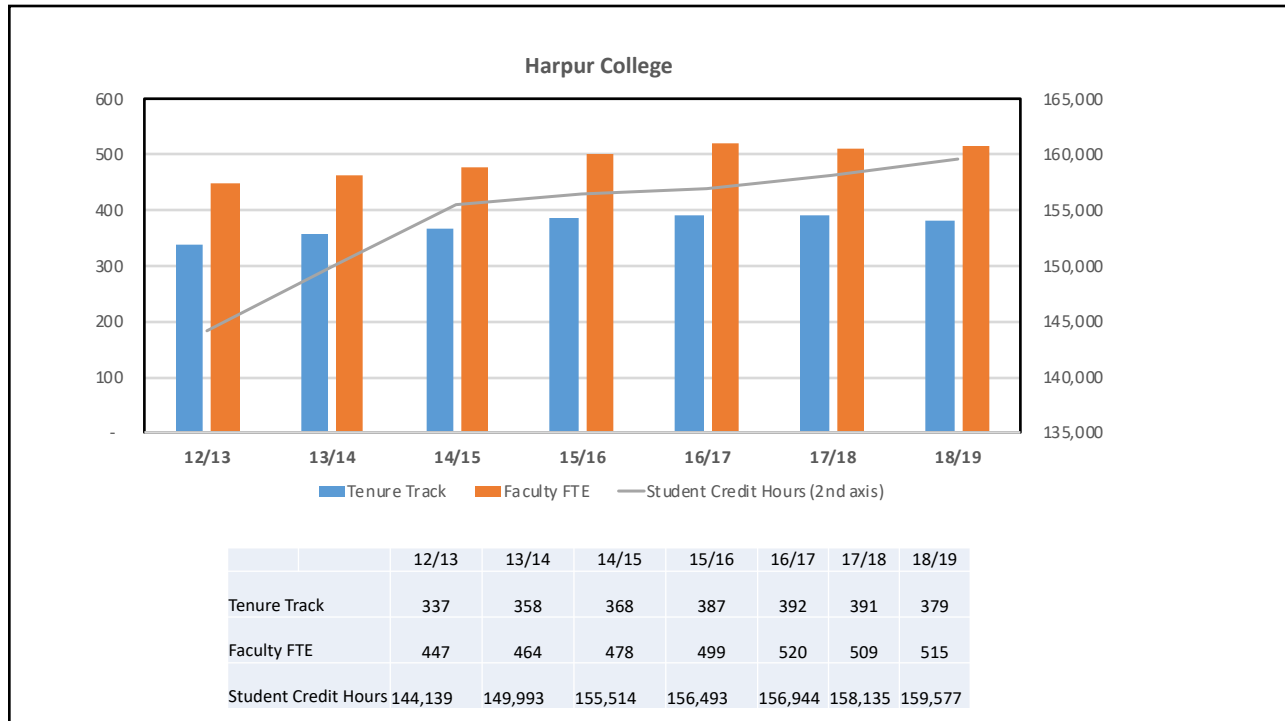
Harpur All Funds State Budget



- State Allocation
- SUTRA Revenue
- IFR Revenue

(in Thousands)	16/17	17/18
State Allocation	\$60,259	\$60,676
SUTRA Revenue	\$1,314	\$1,452
IFR Revenue	<u>\$2,774</u>	<u>\$4,044</u>
TOTAL	\$64,347	\$66,172





Harpur College Changes to Payroll Expenses

Category	17-18	18-19 (w/o raises)	17/18-18/19 Change	18-19 w/ raises	19-20	18/19-19/20 Change	17/18 to 19/20 Change
Staff	7,552,060	7,334,652	(217,407)	7,883,367	7,738,699	(144,668)	(362,076)
Tenured/Ternure-track	36,430,773	35,760,283	(716,652)	38,280,687	36,722,535	(1,558,153)	(2,274,805)
Long-Term	4,473,834	4,845,571	278,090	5,064,017	5,774,503	627,153	905,243
Short-Term	2,352,650	2,884,129	531,479	2,908,929	3,236,032	410,437	941,916
Grand Total	50,809,317	50,684,826	(124,491)	54,137,000	53,471,768	(665,231)	(789,722)

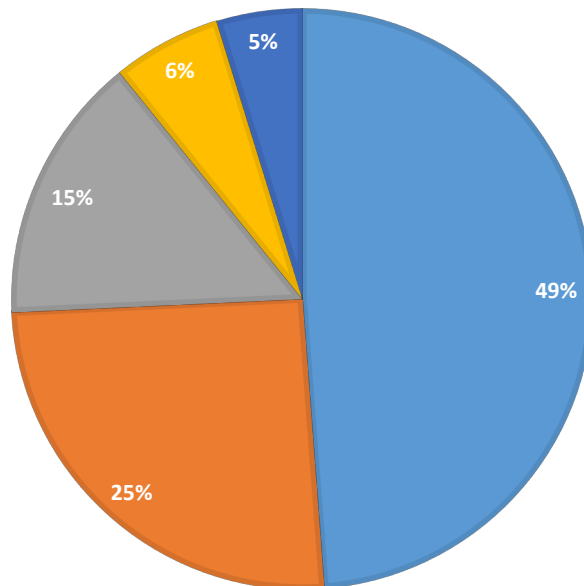


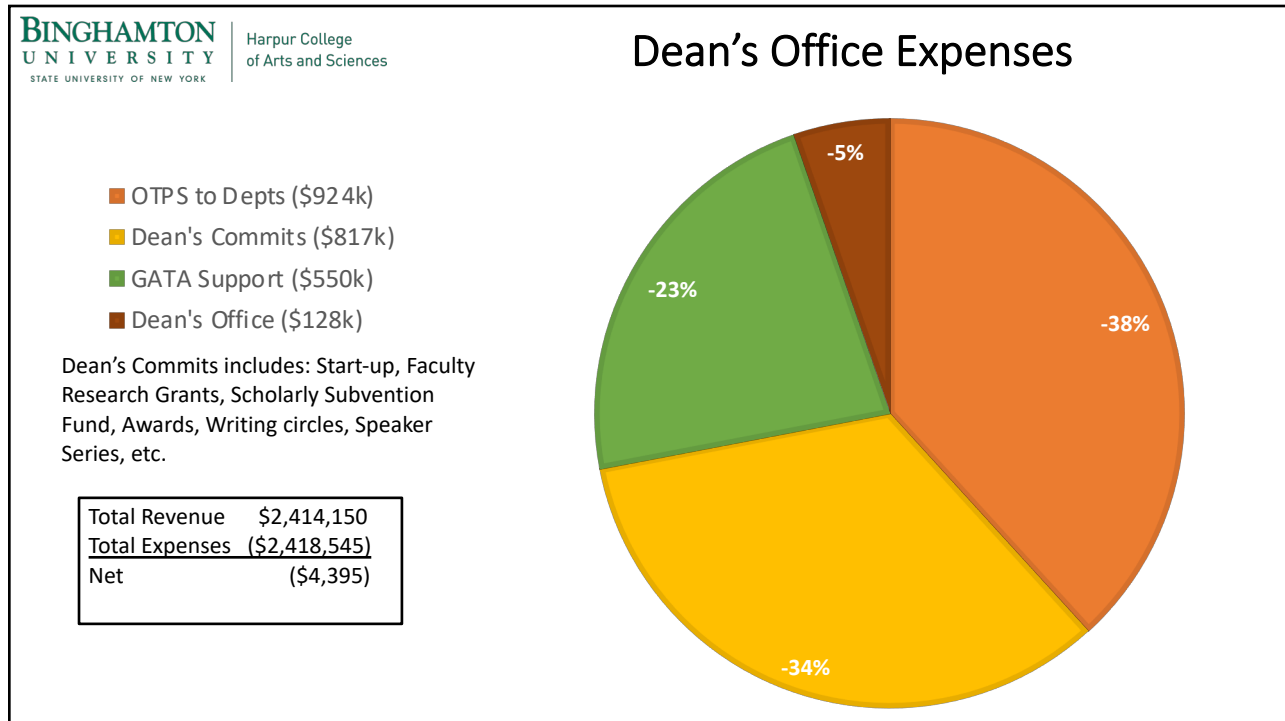
Harpur College
of Arts and Sciences

Dean's Office Budget

- Salary Reimbursement (\$1.2M)
- Support from Provost (\$615k)
- BU Foundation (\$360k)
- Dean's F&A (\$147k)
- Dean's SUTRA share (\$115k)

Total Revenue \$2,414,150





- ### Plans for absorbing state allocation reduction (\$1.32 M):
- Reduction in tenure track hiring
 - Graduate revenue allocation—need to maximize delivery of student credit hours at both undergraduate and graduate level
 - Slight reduction in GA/TA budget, which being mindful of quality and size of graduate programs
 - Targeted growth in summer/winter online curriculum
 - Harpur's case statement in the University Campaign